



**OUR COMMUNITY. OUR FUTURE.**  
COMMUNITY STRATEGIC PLAN 2030

We recognise the traditional custodians of the land, the Guringai people, on whose land we stand.







Jubes Bike Track, Jan Park, Capture Ku-ring-gai Photo Competition August 2012

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## KU-RING-GAI - OUR FUTURE MAYOR'S MESSAGE

Ku-ring-gai Council area contains many different places, each unique. All of these are valued for their contribution to the area's character and identity.



Ku-ring-gai is also an evolving place. It has been shaped by its topography and natural beauty as well as its strategic position in metropolitan Sydney and role as provider of education, health and technology services and a highly skilled workforce.

Ku-ring-gai will continue to evolve. This will be seen in the growing diversity of people who live here from different cultural backgrounds and interests. Housing will become more varied and adaptable to the population's needs. The centres will become increasingly vibrant places for social interaction and cultural experiences. The area will provide opportunities for more and varied jobs closer to home.

The future of Ku-ring-gai will build upon what is important to us - the proximity of three surrounding National Parks, the natural environment and sense of space, the abundant biodiversity of the region, the green and leafy

nature of our streets and diverse heritage. These attributes are highly valued and the area's future development and change must be managed rigorously so that they are not lost or compromised.

Most importantly the inherent strengths of the Ku-ring-gai community will continue – support for others, a strong connection to the area, willingness to make a difference, and sense of community with common aims and values.

We have the capacity to turn our vision for Ku-ring-gai into reality. While it is clear that some goals are outside the direct influence of Council, we will address them together and in partnership with others.

This plan is based on extensive consultation undertaken with residents, community groups, business, agencies and others over the past four years and provides a contemporary update

of the first Community Strategic Plan, adopted in 2009.

It represents the second phase of our vision for Ku-ring-gai with long term goals more closely aligned with current community aspirations and future needs. Our top priorities are:

- planning for our increasing older and younger aged residents
- protecting our natural environment
- managing urban change in a way that retains the leafy green landscape and heritage character of the area
- bringing vitality to our centres
- making it easier and safer to move around
- increasing visitors to the area
- promoting Ku-ring-gai as a place to set up business, and

- improving and renewing our infrastructure assets including community facilities, recreation and open space areas, roads, footpaths, drains and the public domain.

It is clear from our consultation that residents regard Ku-ring-gai as a great place to live. People are also becoming more conscious of the importance of feeling part of a connected community as well as maintaining a sense of wellbeing and enjoyment of our area and all the things it offers. It is vital that we pursue our objectives for the area.

**Elaine Malicki, Mayor**







KU-RING-GAI - OUR FUTURE  
OUR COMMUNITY'S VISION AND VALUES

In 2008 the Ku-ring-gai community, with the help of Council, developed a vision and set of values to guide future community planning and directions for Ku-ring-gai, as part of the development of its first 20-year Community Strategic Plan. These are still relevant today.



# VISION

Ku-ring-gai will be 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.

## VALUES

Ku-ring-gai's values are to:

- Care for the local environment and people
- Respect the needs of future generations
- Learn and share knowledge
- Behave ethically
- Take responsibility for our actions
- Lead in sustainability





Our Community – Our Future 2030 is a long term strategic plan for the future of the Ku-ring-gai local government area. It has been developed from a broad range of community consultation undertaken by Council over the past four years. It reflects the aspirations, vision and long term goals of the Ku-ring-gai community for its people, places and spaces, environment and economy.



Bakery, 773 Pacific Hwy, Gordon

This is Ku-ring-gai's second Community Strategic Plan. The first plan was adopted in 2009 following extensive consultation with residents and ratepayers, community groups, businesses and government agencies. That consultation included an intergenerational representation of residents and examined the needs of our community now and into the future. The report from that consultation – the 'Sustainability Vision Report 2008 - 2033' formed the basis for the first Community Strategic Plan. This plan builds on the previous plan, and revises the long term objectives and term achievements to reflect the changes that have taken place in community thinking, needs and expectations over the past four years. More information on how we engaged with the community and the results are covered in the Engaging Our Community section.

**Preparing the plan**

The NSW Integrated Planning and Reporting Legislation, introduced in 2009, requires councils and communities to review their Community Strategic Plans every four years following election of a new council. The review must be informed by:

- An 'End of Term' report prepared by the outgoing council which looks at the implementation and effectiveness of the current Community Strategic Plan in achieving its objectives over the previous four years
- An assessment and updating of information about the local area that informed the original Community Strategic plan, including a stock-take of issues, pressures and trends affecting the area. This is to be undertaken by the incoming council

- An assessment of key State, regional and local policy settings and directions that influence decision-making for the local area
- Engagement with the community to identify key issues, challenges and opportunities impacting on the area over the long term and how they might be addressed.

The review provides the Ku-ring-gai community and Council with the opportunity to revisit the first Community Strategic Plan and refine directions so that they are more targeted and take account of new challenges and trends.

**The plan is the community's plan**

Councils role is to 'hold the pen' on behalf of the community it represents and then align its resources through its four-year Delivery Plan and annual Operational Plan to meet the community's goals and expectations. Issues and long term objectives have been grouped under six separate themes in the plan.

**The plan will inform other plans**

The plan is at the top of Council's planning framework and provides the necessary long term direction for the organisation to align its delivery of the community's policies, programs and services. It will also act as a guide for other organisations and individuals in planning and delivering services for our area.

**Relationship with other plans**

The plan takes into consideration the NSW government's priorities for NSW. These are contained in NSW 2021, the current Metropolitan Plan for Sydney 2036, the draft Metropolitan Strategy for Sydney and other key relevant State and regional plans. It also integrates with key Council plans and policies. A list of relevant State and regional plans is included in the Aligning the Plan section. Details on how the plan links to key State Plans are included in Appendices 2 and 3.

**The plan relies on partnerships**

While Council has specific responsibilities for many elements of this plan, the achievement of other outcomes relies on collaboration and partnerships with others. For example the achievement of long term objectives for economic development will rely on partnerships with business and government. Council, while recognizing that it has limited direct influence for some objectives, will nevertheless take a strong leadership role participating in and supporting networks and partnerships to achieve those objectives. Our potential partners are listed for each long term objective under the six themes.

ACHIEVEMENT OF  
OUTCOMES RELIES ON  
COLLABORATION  
AND PARTNERSHIPS  
WITH OTHERS


# Navigating the plan

The following diagram shows how issues are grouped and addressed under the six themes. Some issues are addressed more than once because they will deliver community outcomes across different themes.



**COMMUNITY, PEOPLE AND CULTURE**

- C1 Community wellbeing
- C2 Cultural diversity and creativity
- C3 Community participation
- C4 Healthy lifestyles
- C5 Community health and safety
- C6 Housing choice and affordability
- C7 Emergency management



**PLACES, SPACES AND INFRASTRUCTURE**

- P1 Preserving the unique visual character of Ku-ring-gai
- P2 Managing urban change
- P3 Quality urban design and development
- P4 Revitalisation of our centres
- P5 Heritage that is protected and responsibly managed
- P6 Enhancing recreation, sporting and leisure facilities
- P7 Enhancing community buildings and facilities
- P8 Improving the standard of our infrastructure



**ACCESS, TRAFFIC AND TRANSPORT**

- T1 Integrated and accessible transport
- T2 Local road network
- T3 Regional transport network connections



**NATURAL ENVIRONMENT**

- N1 Appreciating Ku-ring-gai's unique natural environment
- N2 Natural areas
- N3 Natural waterways
- N4 Climate change
- N5 Sustainable resource management



**LEADERSHIP AND GOVERNANCE**

- L1 Leadership
- L2 Financial capacity and sustainability
- L3 Good governance and management
- L5 Effective community engagement



**LOCAL ECONOMY AND EMPLOYMENT**

- E1 Promoting Ku-ring-gai's business and employment opportunities
- E2 Partnering for business and employment growth
- E3 Visitation opportunities



## Delivery of the plan

The Delivery Program is the point where Council takes ownership of the Community Strategic Plan's long term objectives and term achievements that are within its area of responsibility. The Delivery Program details the critical actions that will be achieved during Council's four-year term in office to progress the long term objectives in the strategic plan.

The Operational Plan is a more detailed one-year plan that outlines Council's planned activities and the financial resources required to implement the actions for the first year of the Delivery Program.



*This suite of documents (shown) forms the Integrated Planning and Reporting Framework and is required to be prepared under the Local Government Act 1993.*

## Resourcing the plan

The long term objectives of the community will not be achieved without sufficient resources – time, money, assets and people – to carry them out. Effective resource planning ensures Council will focus on both day to day service delivery and medium to long-term challenges. Council's Resourcing Strategy details how the strategic aspirations of the Ku-ring-gai community will be turned into achievable actions. It consists of three components - long term financial planning, workforce planning and asset management planning.

The strategy assists in defining who is responsible for specific objectives or actions in the plan. Council does not have full responsibility for implementing or resourcing all of the community aspirations identified in the Community Strategic Plan. Other stakeholders, such as state agencies, non-government organisations, community groups and individuals also have a role to play in delivering these outcomes. The resourcing strategy provides an opportunity to quantify what Council's contributions will be.

## Monitoring the plan

The plan also provides a basis for Council to report back to the community on progress towards achieving the plan's long term objectives and vision. Council will report against all the long term objectives in the plan regardless of its influence on their outcome. This framework recognises that while Council has a 'custodial role in initiating, preparing and maintaining the community strategic plan on behalf of the community' it must work in partnership with other levels of government and the community itself to maximise capacity to make community aspirations a reality.

The purpose of monitoring the plan is to provide information for good decision-making. The monitoring program provides valuable information, not only to Council but other organisations, to help ensure activities and services are meeting the requirements of the community. Monitoring outcomes helps us ensure we are moving towards the shared vision for Ku-ring-gai.

The plan sets out performance indicators and targets under each theme. An indicator is simply a measure to show trends or changes in a particular condition. Targets can be the current state (compared against the national average or an industry or environmental standard) or long-term trends (over the previous five or more years). Council's progress towards achieving long term objectives within the Plan will be measured in the End of Term Report.

## Council's roles

Council has an over-arching custodial role for the shared vision and aspirations of the Ku-ring-gai community. This includes caring for the environment, the people and places. Council has a number of roles in progressing the long term objectives of the community strategic plan. They include:

### ▶ LEAD

Council can act to draw together diverse interests and strive towards achieving common goals for Ku-ring-gai. Council also acts as a role model for others, through its own actions, strategic organisational responses and way of doing things.

### ▶ FACILITATE

Council can assist in the formation of partnerships aimed at promoting the area and achieving the plan's long term objectives

as well as assisting with interaction between stakeholders and community groups.

### ▶ ADVOCATE

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

### ▶ EDUCATE

Council can play an important role in educating the community and other stakeholders on the long-term benefits of sustainability, sound environmental management practices, quality urban design and alternative transport options. Opportunities also exist for Council to explain the community's vision and how it will be progressed.

### ▶ REGULATE

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

### ▶ DELIVER

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



## KU-RING-GAI - OUR FUTURE

### THE BIG PICTURE - INFLUENCES ON OUR COMMUNITY

We, like every community, do not exist in isolation. The integrated planning and reporting framework recognises that communities are part of a larger social, economic, natural and political environment which influences and shapes the future direction of their area. These influences can provide both challenges and opportunities.

The following are key external influences that have been taken into account when preparing this plan:

#### INTERNATIONAL

- Technology - current and emerging
- International trade and investment
- Worldwide economic pressures
- Research and development
- Education
- Environmental sustainability
- Adapting to climate change

#### NATIONAL

- Technology – National Broadband Network
- Ageing population
- National health issues
- Business investment decisions
- Work skill trends
- Education funding
- Migration trends
- Social justice and equity issues
- Environmental sustainability
- National government policy

#### STATE

- Aged services
- Health services
- Economic growth
- Job creation and business investment
- Transport provision
- Infrastructure funding
- Education services
- Community safety
- Environmental sustainability
- Government policy reforms
- State and Regional plans

#### LOCAL

- Population growth
- Changing population needs
- Diversity
- Natural environment
- Local employment and economy
- Improving facilities and infrastructure
- Housing choice and affordability





## KU-RING-GAI - OUR FUTURE METROPOLITAN CONTEXT

This strategic plan recognises the important role of Ku-ring-gai in the Northern Sydney region and broader metropolitan Sydney.

### Ku-ring-gai is

- one of the larger Sydney local government areas with 114,700 people. This is projected to increase to 134,000 by 2036.
- strategically located only 16 kilometres north of the Sydney CBD
- close to regional shopping precincts and major employment centres at Sydney, North Sydney, Chatswood and Macquarie Park
- accessible by road, rail and bus

### Ku-ring-gai makes

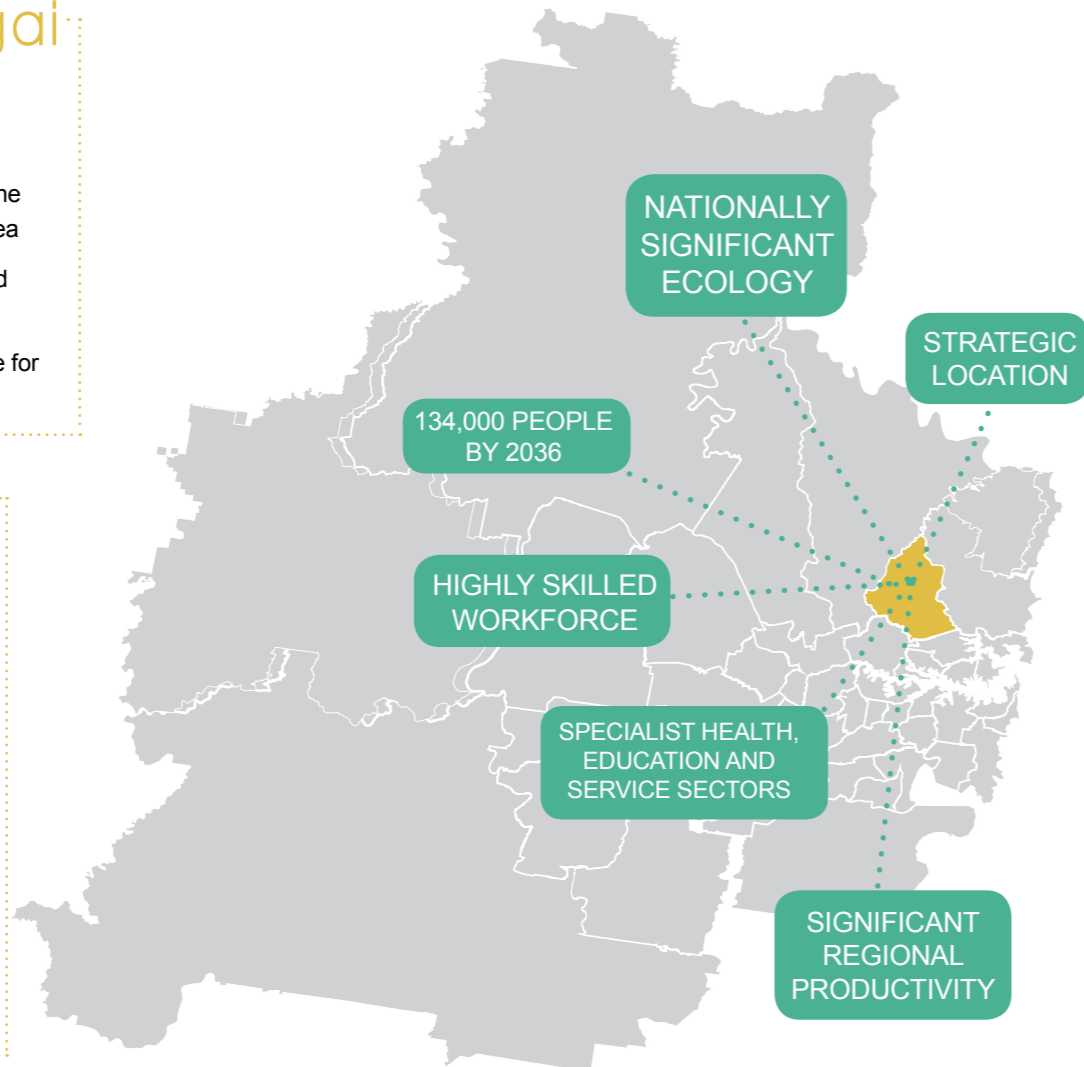
- a significant contribution to regional productivity
- a significant contribution to the Sydney metropolitan area

### Ku-ring-gai provides

- a nationally significant ecological heart within the Sydney metropolitan area
- significant heritage listed items and areas
- a healthy lifestyle choice for residents

### Ku-ring-gai has

- a highly skilled workforce with more professionals than any other occupation
- 54% of working people with a tertiary qualification compared to 33.1% for Greater Sydney
- significant education and specialist health care sectors, professional services and retail. Over half of the working age population are employed in these sectors



## KU-RING-GAI - OUR FUTURE OUR LOCAL AREA

The Ku-ring-gai local government area is located in Sydney's northern suburbs, 16 kilometres north of the Sydney CBD and covers about 84 square kilometres.

The area is geographically diverse, comprising significant areas of urban bushland with high conservation status, along with extensive residential development, concentrated primarily along the railway line and Pacific Highway. Ku-ring-gai LGA contains nine suburbs with local business centres (Gordon, Killara, Lindfield, Pymble, Roseville, St Ives, Turramurra, Wahroonga and Warrawee) and is divided into five local government wards (Comenarra, Gordon, Roseville, St Ives and Wahroonga). Other employment lands comprise a relatively small proportion of the Ku-ring-gai LGA.

### Our unique natural environment

The extent of our bushland and biodiversity is unique for a local government area situated so close to the centre of Sydney's CBD. It contains:

- more than 150 bushland reserves covering approximately 1,150 hectares
- nationally significant ecological communities including remnant Blue Gum High Forest, Sydney Turpentine Ironbark Forest, within the proximity of three surrounding national parks

- a large variety of native plant species with over 800 recorded, including more than 30 threatened species, 6 threatened ecological communities and endangered salt marsh population
- an unusually high variety of native fauna for an urban area so close to Sydney. There are more than 400 species of native animals, including more than 30 threatened species.

Approximately 20% of the LGA is covered by three national parks (Ku-ring-gai Chase National Park, Garigal National Park and Lane Cove National Park). Natural areas are highly accessible to residents with most residents living only one kilometre from urban bushland, national parks or waterways.

Ku-ring-gai's diverse natural features and attributes continue to be highly important influences on government policy setting, development of the area and people's desire to reside here.





## Our heritage

For thousands of years before the arrival of European settlers, the Guringai people lived in the area from Newcastle down to Sydney, mostly along the foreshores of the harbour. The Guringai people fished and hunted in the waters and harvested food from the surrounding bushland. They had no need to travel long distances as the land's resources were abundant and they were able to trade with other tribal groups. They left an indelible mark on the landscape. In metropolitan Sydney there are close to 5,000 Aboriginal sites, including rock art, shell middens, axe grinding grooves, ceremonial grounds, burial sites, stone quarries, fish traps and water holes. Many sites in Ku-ring-gai are still in good condition.

European settlement in Ku-ring-gai began about 1814. The early population consisted mainly of itinerant workers, loggers, farmers and orchardists who were often self-sufficient and lived in communities that were isolated and had no access to a reliable water supply.

Major transport routes and infrastructure were completed in the mid to late 1800's, including a railway line from Hornsby to Milsons Point, and connection to the Sydney metropolitan water supply scheme. Isolated farming communities were transformed into residential suburbs. These were characterised by larger-than-average suburban allotments, fine gardens, retention of native flora and restriction of industrial and commercial development.

Today Ku-ring-gai is renowned for its architectural heritage, particularly those homes built during the Federation and interwar periods.



Pottery Green Bakers, 4 St Johns Ave, Gordon

# KU-RING-GAI'S CURRENT POPULATION 114,700 AND GROWING AT A STEADY RATE



## Our connected urban villages

Historically, Ku-ring-gai's urban areas developed as a series of villages along the main ridgelines, each with their own identity, and always bounded by or close to large tracts of natural bushland and national parks. Over time subdivision and residential development have connected the villages into larger suburbs, although their distinct characteristics still largely remain intact. Today, with the increasing population and redevelopment of established areas, there is a greater focus on defining and preserving those visual landscapes and built characteristics that make Ku-ring-gai attractive to its residents and visitors.

## Our supportive community

The village nature of our suburbs created close knit and self-sufficient communities. This developed into strong resident participation in volunteering for non-profit community activities extending into all sections of the community with Ku-ring-gai having the highest rate of volunteering across Sydney.

The strong sense of connection to the area and the appreciation of its assets combined with a desire to avoid the planning mistakes of other areas of Sydney, has also created a lasting willingness to advocate on behalf of the community to preserve the area's natural and historical assets.

## Our people

The population of Ku-ring-gai is currently 114,700 and growing at a steady rate with the area expected to reach about 134,000 people by 2036. Compared with Sydney as a whole Ku-ring-gai has a unique age profile characterised by:

- less children aged 0 - 4
- more children aged 5 - 11 and young people aged 12 - 17
- less young people aged 18 - 24 years.
- significantly less working aged people aged 25 - 34
- more increasing older people 60 - 69 years, 70 - 84 years and 85+ years

Ku-ring-gai is becoming more culturally diverse consistent with trends across Greater Sydney. About 35% of residents were born overseas including about 20% born in non-English

speaking countries. Newer residents are mainly from Chinese and Korean backgrounds along with residents from the UK, South Africa and Europe. There is a lower proportion of Indigenous people in Ku-ring-gai in comparison to Sydney as a whole.

Ku-ring-gai is dominated by couple families with children, who make up nearly half of all households. Reflecting the predominance of family households, the average household size in 2011 was 2.9 persons, compared to the Sydney average of 2.7 persons. This is expected to change over the coming decade with growing numbers of lone person households and couples without children.

The Ku-ring-gai population is well educated, employed mainly as professionals and relatively affluent compared to the Sydney average.





## KU-RING-GAI - OUR FUTURE GUIDING PRINCIPLES

Preparation of this plan has been guided by the following principles, which are consistent with the Integrated Planning and Reporting requirements and the Council Charter for NSW Local Government.



Festival on the Green 2013

### Social Justice

Social justice is about promoting a more socially inclusive society for all people, and in particular those groups most likely to be marginalised or in vulnerable situations such as children, people from culturally and linguistically diverse backgrounds, people with disabilities, older people and people from Aboriginal and Torres Strait Islander backgrounds.

The NSW Government's social justice strategy is based on the following interrelated principles:

► **EQUITY** – there should be fairness in decision making, and prioritising and allocation of resources, particularly for those in need. Everyone should have a fair opportunity to participate in the future of the community. The planning process should take particular care to involve and protect the interests of people in vulnerable circumstances

► **ACCESS** - all people should have fair access to services, resources and opportunities to improve their quality of life

► **PARTICIPATION** - everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives

► **RIGHTS** - equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

Council will ensure that the Community Strategic Plan reflects these four social justice principles and that social considerations are adequately addressed in the planning process.

### Quadruple Bottom-line

The Community Strategic Plan must adequately address social, environmental, economic and civic leadership considerations. This approach is generally referred to as 'the quadruple bottom line'. In the new Integrated Planning and Reporting framework, the term 'civic leadership' is used to indicate both the way Council will interact with the community and the way community members might become involved in delivering some of the Plan's objectives.

The quadruple bottom line approach ensures the Community Strategic Plan takes a holistic balanced view, rather than favouring one particular aspect of an area. This plan comprehensively addresses the quadruple

bottom line by firstly grouping items that Council and the community want to consider under key QBL headings or themes. An assessment has also been made of the contribution that each long term objective makes to QBL, indicated by icons under each objective. This allows each objective to be considered more thoroughly, particularly options for its implementation or unexpected issues that may need to be addressed.

### Sustainability Vision Report 2008 – 2033

Sustainability principles contained in the community's Sustainability Vision Report, adopted by Council in 2008 have directly informed preparation of the plan. The key principles stated in that report are to:

- Support cohesive, inclusive, diverse and dynamic communities
- protect the natural, social, cultural and built heritage
- decrease the consumption of resources
- maintain a strong and stable local economy
- balance health, work and personal commitments.

### Global Reporting Initiative

The plan has also been informed by the Global Reporting Initiative (GRI), a sustainability reporting framework that assists organisations such as Council to measure and report on its economic, environmental and social performance. The framework includes a set of guidelines, principles and indicators which assist organisations in being accountable for their actions.

### Business Excellence Framework

The Australian Business Excellence Framework is an internationally recognised best practice model through which organisations can become more sustainable, improve value to customers, improve overall performance and empower staff. The set of principles used to assess performance include leadership, strategy and planning, data information and knowledge, people, customer and market focus, innovation, quality and improvement, success and sustainability. These principles have informed development of this plan.

## KU-RING-GAI - OUR FUTURE ALIGNING THE PLAN

### State, regional and local plans and policies

In the same way that communities do not exist in isolation, nor do Council's plans. Under the Integrated Planning and Reporting framework councils are required to give due regard to the State Plan 'NSW 2021', the associated Northern Sydney Regional Action Plan and other relevant state and regional plans.

Council's current obligations in respect to NSW land use planning goals, the ageing population, regional strategies and the Sydney Metropolitan Strategy (where applicable) also need to be considered when preparing the Community Strategic Plan.

This plan is consistent with relevant goals contained within the current Metropolitan Plan for Sydney 2036 and has also taken into consideration the new draft Sydney Metropolitan Strategy.

The recently gazetted Ku-ring-gai Local Environmental Plan (Local Centres) 2012 includes economic employment, housing choice

and sustainable development objectives. These are consistent with State government goals.

Council will regularly review the Community Strategic Plan to ensure that current and proposed State and regional policies are considered, and where applicable, addressed in the plan.

Key State and regional plans that have been considered in the review of Ku-ring-gai's Community Strategic Plan include:

### State

- NSW 2021 – 10 year plan for NSW including 32 goals – it replaces the previous State Plan 2010
- The State Infrastructure Strategy 2012 – 2032
- NSW Long Term Transport Master Plan (2012)
- NSW Ageing Strategy (2012)
- NSW Visitor Economy Industry Action Plan (2012)
- NSW Cultural Accord with NSW Local Government and Shires Associations, 2011

### Sydney Metropolitan

- Draft Sydney Metropolitan Plan and Discussion Paper (2012) – proposed 20 year plan for Sydney which will guide future planning and investment decisions covering housing, economic development and jobs, open space and transport.
- NSW Government's Metropolitan Plan for Sydney 2036 (2010) – this will be replaced by the new Sydney Metropolitan Plan in 2013

### Regional

- Northern Sydney Regional Action Plan under NSW 2021 – identifies the immediate actions that the NSW Government will pursue for the Northern Sydney Region. (Hornsby Shire, Hunters Hill, Ku-ring-gai, Lane cove, North Sydney, City of Ryde and Willoughby City local government areas).
- North Subregion – Subregional Strategy, 2005 Metropolitan Strategy, City of cities: A Plan for Sydney's Future (2008). This is the current

sub-regional land-use strategy for Ku-ring-gai and Hornsby. This plan will be replaced by a new Sub-regional Action Plan in 2014.

- Northern Sydney Regional Organisation of Councils - NSROC Regional Priorities - March 2012

### Local

A list of Council's plans and policies is included in Appendix 4.





KU-RING-GAI - OUR FUTURE

ENGAGING OUR COMMUNITY

The Ku-ring-gai Community Strategic Plan reflects the aspirations and priorities of our community into the future. It is based on the results of extensive community consultation and engagement over the past four years.

Council's Community Engagement Strategy details the principles and guidelines Council has followed and actions undertaken to ensure the broadest possible inputs from the community in the development and review of its Community Strategic Plan 2030.

The objectives of the Strategy include:

- Partnering with the community to deliver a revised Community Strategic Plan that reflects the changes in the community over the past four years
- Building on our current vision and aspirations for the area from consultations undertaken since the first plan was prepared
- Tapping into local knowledge and expertise
- Increasing community awareness of the goals and aspirations of the plan
- Meeting legislative requirements



### Building on past community engagement

Ku-ring-gai's first comprehensive community consultation was a visioning process involving intergenerational workshops with residents aged 9 – 99 years of age, sharing their concerns and aspirations for the future from social, environmental, economic and governance perspectives. The results of that engagement were reported in the 'Sustainability Vision Report' and formed the basis of Council's first Community Strategic Plan, adopted in 2009.

Since then Council has undertaken further extensive consultation and engagement with residents, local groups and organisations, agencies, state government and regional partners. This consultation and engagement has been around a broad range of social, environmental, economic and civic leadership areas for the whole of Ku-ring-gai, and in some instances set new benchmarks for community engagement in local government.

This engagement has enabled a greater appreciation of issues important to Ku-ring-gai and helped inform the review of the Community Strategic Plan. This consultation forms a significant component of Council's Community Engagement Strategy for the review of the Community Strategic Plan and has included:

- ▶ Nearly 1000 participants in a range of face to face activities (stakeholder meetings, locality workshops, community summit, on-line forum) in 2012 to discuss the future growth and economic viability of Ku-ring-gai's six local centres and housing choice opportunities in around the centres.
- ▶ 2800 residents participating in 7 separate major surveys, covering environmental protection projects, asset management priorities and funding, community facility needs, community events and customer satisfaction with 39 service areas
- ▶ 850 residents, community groups, service providers and agencies participating in separate surveys and workshops, covering integrated transport

planning, the needs of an ageing population, youth needs, economic and social development, climate change adaptation and water use habits.

To further check issues arising from earlier engagements nearly 200 residents and representatives from local organisations came together to discuss their ideas for the future of Ku-ring-gai as part of five ward summits facilitated by Council in early 2013. Many previous aspirations for Ku-ring-gai's future were reaffirmed at these workshops, others were given a different focus and a few new challenges and opportunities were identified.

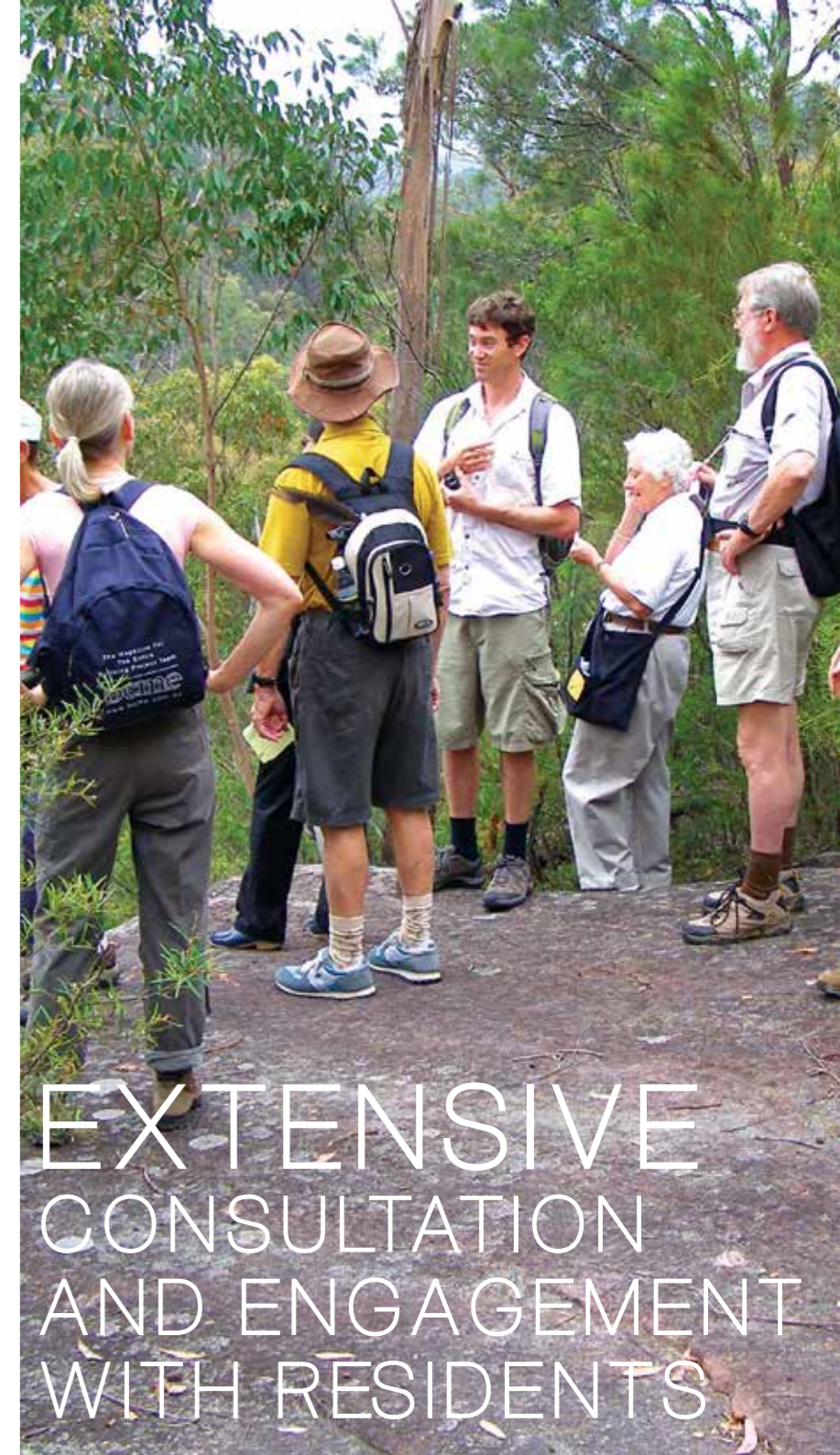
The consultation identified community needs and how they might be addressed for:

- Land use strategies
- Growth and viability of local centres
- Local economy and employment
- Access and connectivity
- Community, recreation and sporting facilities
- Children's, youth, aged and disability services
- Asset management
- Environmental protection and management

Council has followed a robust and transparent approach to all engagement to ensure that community stakeholders have opportunities for comment and input. This approach is underpinned by the NSW Social Justice Principles and the International Association of Public Participation (IAP2) Spectrum.

Our review of the Community Strategic Plan has been directly informed by the consultation undertaken over the past few years. Proposed plan revisions have been drawn directly from an analysis of consultation outcomes.

A summary of the results of the community engagement are contained in the Discussion Paper 'Our community – Our future' - Ku-ring-gai's Community Strategic Plan 2030.



EXTENSIVE CONSULTATION AND ENGAGEMENT WITH RESIDENTS





## KU-RING-GAI - OUR FUTURE

### STRUCTURE OF THE PLAN

#### This plan includes:

- ▶ Six themes or topic headings that group issues and long term objectives together
- ▶ Issues under each theme generated from key areas of concern or priority identified by the community
- ▶ Long term objectives that describes the desired future state or outcome for each issue
- ▶ Term achievements which describe how far Council will progress each long term objective during its four year term
- ▶ Performance indicators and targets that tell us whether we are heading in the right direction. Performance is measured against targets.

The plan must address social, environmental, economic and governance issues in an integrated manner, known as the quadruple bottom line (QBL). This is to ensure that the plan takes a holistic view of planning for Ku-ring-gai, rather than favouring one particular issue. Under each theme the plan indicates each long term objective's contribution to QBL.



THEME 1

COMMUNITY,  
PEOPLE AND  
CULTURE





# KU-RING-GAI'S POPULATION IS INCREASINGLY CULTURALLY DIVERSE



## THEME 01 COMMUNITY, PEOPLE AND CULTURE

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

**An underlying principle of Ku-ring-gai's vision for its area is that of an equitable place where all people are valued and enjoy safe, secure, healthy and satisfying lifestyles.**

We will continue to secure social wellbeing by designing programs which address social justice and advocating the area's case for adequate and equitable services.

In Ku-ring-gai Council area, 46% of households are made up of couples with children compared with 35% in Greater Sydney.

Steady population growth is projected to continue boosted by new residents, predominately families with children aged 5 – 17 years. There will be continued attention to the needs of children and young people to ensure adequate provision of quality childcare and schools, activities and programs for this age group.

At the same time Ku-ring-gai has an ageing population trend significantly higher than Greater Sydney. A key focus going forward will be providing accessible services, facilities and infrastructure to meet the demands of an ageing population. The other major challenge is maintaining the wellbeing of older people in the area so they can stay healthy for longer and support themselves in their own home. With other agencies and groups we will need to pursue a range of housing options that build social connections, enable ageing in place and support independence. We will continue to advocate for access to quality health care, disability services, home support and other emergency services.

This includes the integration of people with disabilities, their families and carers into mainstream community and support services.

The unique mix of ages in the population offers opportunities for intergenerational programs between young people and older people to

transfer knowledge and skills, and build an inclusive and connected community. These opportunities will be pursued in partnership with community groups and organisations.

There are indicators of increasing isolation and vulnerability in some sections of the community, particularly in older age groups and those from a non-English speaking background. We also have a growing number of people living on their own in both older and young adult age groups. The implications of these trends need to be better understood and the issues addressed through well planned and coordinated initiatives among those groups and agencies.

All these things can make it difficult for people to participate in the extensive social networks and programs within the local area. Our challenge will be to remove barriers to access by expanding and diversifying our volunteering networks and improving information, services and facilities to those groups who most need them.

Ku-ring-gai's population is increasingly culturally diverse. In 2011 about 35% of the population was born overseas including just over 20% from non-English speaking countries. Of those born overseas, about 18% arrived in the last five years. About 21% of our residents speak a language other than English at home with the most common languages being Cantonese, Mandarin and Korean.

Our challenge will be to foster our cultural vitality by providing more multi-use venues that cater for a diverse range of cultural events. We will continue supporting festivals, performances and events that celebrate who we are and provide opportunities for creative experiences, performances, drama and events. At the same time we will need to equitably manage competing demands for services and access to community facilities.

A number of localities will continue to change as they renew and redevelop. That is of concern to many now living there. The renewal of these localities will be carefully guided to produce

attractive places, and preserve their established community fabric consistent with land-use plans now in place for these areas.

New housing will need to be more varied than before to meet the changing needs and preferences of a more diverse population. The cost of housing in Ku-ring-gai is high compared to the greater Sydney Metropolitan area. While a significant proportion of residents own their own home a growing number are renting. Of those households renting in Ku-ring-gai 76.5% were paying more than \$400 per week in rent in 2011 compared to 39.3% for Greater Sydney.

In considering these challenges we need to focus on facilitating a diverse and affordable range of housing to meet our housing needs.

Our challenge is to plan for development while protecting and enhancing the visual landscape and built characteristics of Ku-ring-gai. We must also create opportunities for neighbours within new developments to connect with each other and existing residents.

Suburbs not affected by development nonetheless change their social makeup and age. Programs are already in place to rejuvenate these places and enhance their existing community infrastructure and facilities.

We have a community that is very aware of the benefits of both active and passive recreation for physical, mental and spiritual wellbeing.

As the age profile of the community changes, different preferences for recreation and leisure are emerging. Through its own programs Council will maintain its emphasis on access to a range of fulfilling recreation and leisure opportunities including multi-use spaces, facilities and infrastructure. Partnerships and collaboration will be needed with community groups to optimise outcomes for the community.

Council also plays a complementary role to the State government in protecting our community's health, safety and wellbeing. We will continue to carry out a range of regulatory activities that contribute to our community's physical, social

and mental wellbeing. We will also work with government agencies, community groups and business to maintain the level of community safety currently enjoyed by residents, workers and visitors.

Council has a responsibility and important role in assisting emergency management agencies in reducing the potential risk posed to the area's people, property and the environment from emergency events. Council will work in partnership with those agencies to ensure that adequate emergency response plans are in place.







## KU-RING-GAI - OUR FUTURE

### HOW WE WILL ADDRESS THEME 01

QBL KEY: Social Environmental Economic Civic leadership

This theme identifies the community's aspirations for its future and how Council and other stakeholders will contribute towards their achievement. The theme's contribution to the Quadruple Bottom Line is indicated by the icons under each long term objective.

	LONG TERM OBJECTIVE	TERM ACHIEVEMENT	COUNCIL ROLE	OTHER STAKEHOLDERS
<b>C1 - Community Wellbeing</b>				
	C1.1 An equitable and inclusive community that cares and provides for its members.	Council's policies, programs and advocacy address the social and health needs of all age groups, reduce disadvantage and address gaps in service provision.	Lead, advocate & deliver	DADHC, NSROC, FACS, DoCS, DOHA, NSW DET, NSW Health, NSW YAC, NSW Police, local community groups,
		Access has increased for communities that face barriers to using social services and facilities.	Deliver, advocate & facilitate	
		Our community facilities are accessible and function as cultural hubs to attract a range of users	Lead, deliver & facilitate	
<b>C2 - Cultural Diversity and Creativity</b>				
	C2.1 A harmonious community that respects, appreciates, celebrates and learns from each other and values our evolving cultural identity.	Ku-ring-gai's rich cultural diversity and creativity is celebrated through programs and events.	Facilitate & deliver	NSW Community Relations Commission (CRC)
<b>C3 - Community Participation</b>				
	C3.1 A community where opportunities are provided for all voices to be heard and where community stewardship, participation and engagement is supported and promoted.	Our community is engaged in shaping the identity of their local areas and feel secure and socially connected.	Lead	DLG, local community groups, Northern Sydney Volunteer Network, NSW Commission for Children and Young People
		Volunteers are valued, recognised and supported in providing services to the community	Facilitate	Local community groups, Northern Sydney Volunteer Network

	LONG TERM OBJECTIVE	TERM ACHIEVEMENT	COUNCIL ROLE	OTHER STAKEHOLDERS
<b>C4 - Healthy Lifestyles</b>				
	C4.1 A community that embraces healthier lifestyle choices and practices.	A range of cultural, recreational and leisure facilities and activities are available to encourage social interaction and stimulate everyday wellbeing.	Lead, deliver & facilitate	NSW Office of Communities, Sport and Recreation, local sporting, recreation and cultural organisations, community groups
		New and enhanced open space and recreational facilities have been delivered to increase community use and enjoyment.	Lead & deliver	
<b>C5 - Community Health and Safety</b>				
	C5.1 A community where residents feel safe and enjoy good health.	Our residents and visitors enjoy clean, safe, friendly and vibrant neighbourhoods	Lead, deliver & facilitate	NSW Police, Emergency management agencies, licensees, businesses, youth organisations, schools
<b>C6 - Housing Choice and Affordability</b>				
	C6.1 Housing diversity, adaptability and affordability is increased to support the needs of a changing community.	Council's planning approach to the provision of housing across Ku-ring-gai addresses the supply, choice and affordability needs of the community.	Lead, deliver, facilitate and advocate	FACS, Housing NSW, DADHC, DP&I, building and development industry, community groups, residents
		Diversity and supply of new housing has been investigated to provide safe and responsive housing that addresses the changing population.	Lead and advocate	
		Plans encourage enhanced adaptability to allow for ageing in place, accessibility and sustainable housing.	Lead & Facilitate	
<b>C7 - Emergency Management</b>				
	C7.1 An aware community able to prepare and respond to the risk to life and property from emergency events.	Plans are developed in partnership with emergency service agencies and key stakeholders and implemented.	Lead, deliver and facilitate	NSW Police, Emergency management agencies





Performance indicators (PI) of progress towards the achievement of our long-term objectives include:

Long Term Objective	Performance Indicator	Baseline (and source data)	Target
C1.1 An equitable and inclusive community that cares and provides for its members.	Resident satisfaction with community services and programs (including people with disabilities, older people, children and young people and people with culturally and linguistically diverse backgrounds).	New measure <i>(Source: Council Customer Satisfaction Survey)</i>	Increasing trend
C2.1 A harmonious community that respects, appreciates, celebrates and learns from each other and values our evolving cultural identity.	Resident satisfaction with Council's cultural programs and special events.	New measure <i>(Source: Council Customer Satisfaction Survey)</i>	Increasing trend
C3.1 A community where opportunities are provided for all voices to be heard and where community stewardship participation and engagement is supported and promoted.	Proportion of residents who agree that living in Ku-ring-gai gives them a sense of community.	New measure <i>(Source: Council Community Satisfaction Survey)</i>	Increasing trend
	Number of volunteers in the community.	In 2011, 26.5% of the population were involved in volunteer activities, as compared to 15.1% in Greater Sydney <i>(Source: Census data, Australian Bureau of Statistics)</i>	Increasing trend
	Internet access.	Establish baseline for households in Ku-ring-gai with broadband, dial-up or another type of internet connection. <i>Source: ABS Statistics</i>	Increasing trend
C4.1 A community that embraces healthier lifestyle choices and practices.	Resident satisfaction with sporting and recreation facilities and programs, parks and playgrounds.	New measure <i>(Source: Council Community Satisfaction Survey)</i>	Increasing trend
C5.1 A community where residents feel safe and enjoy good health.	Incidence of major offences per 1000 people.	Establish baseline 2013-2014 <i>(Source: Bureau of Crime Statistics and Research)</i>	Decreasing trend
	Proportion of residents who feel safe in our community.	New measure <i>(Source: Council Community Satisfaction Survey)</i>	Increasing trend
C6.1 Housing diversity, adaptability and affordability is increased to support the needs of a changing community.	Range of housing options and mix of dwellings better suit a range of household types and changing demographic profile.	Establish baseline 2013-2014 <i>(Source: ABS statistics and Council data)</i>	Improving trend
C7.1 An aware community able to respond to the risk to life and property from emergency events.	Proportion of residents who feel adequately informed to prepare and respond during emergency events.	New measure <i>(Source: Council Community Satisfaction Survey)</i>	Increasing trend



THEME 2  
NATURAL ENVIRONMENT





Creek in the bush, West Pymble, Tim Hall, Capture Ku-ring-gai Photo Competition August 2012

# THE AREA'S NATURAL ATTRIBUTES ARE ENJOYED BY THOSE WHO LIVE, WORK AND PLAY HERE



Wahroonga Gibberagong Trail, Lynette Pritchard, Capture Ku-ring-gai Photo Competition August 2012

## THEME 02 NATURAL ENVIRONMENT

Working together as a community to protect and enhance our natural environment and resources

We highly value our local environment. The extent of bushland and biodiversity is unique for an area situated so close to the Sydney CBD. The established tree canopy in Ku-ring-gai is a defining characteristic and essential to the 'look and feel' of Ku-ring-gai.

Development should not occur at the expense of the local natural character and not impact detrimentally on the local environment.

Ku-ring-gai has a number of particularly significant environmental assets that require special care and attention. They include more than 150 bushland reserves, nationally significant ecological communities such as the remnant Blue Gum High Forest and Sydney Turpentine Ironbark Forest, a number of threatened flora and fauna and three surrounding national parks.

The area's natural attributes are enjoyed by those who live, work and play here. They are a major contributor to the health and wellbeing of

the Ku-ring-gai community and continue to draw new residents to the area.

Council and the community have a joint responsibility to conserve and maintain these unique features of our area, not just for the benefit of our local population, but for the part it plays in keeping our planet healthy.

Biodiversity takes into account the variety of all life forms, the different plants, animals and micro-organisms, the genes they contain and the ecosystems they have formed. It is essential to protect biodiversity as it ensures the continuation of natural processes that protect life on our planet. Our emphasis on maintaining biodiversity and recognising our natural heritage is in identifying, protecting, conserving and enhancing our native species of flora and fauna and their habitats.

Our street trees are also an important part of the open space landscape of Ku-ring-gai. They provide shade and aesthetic value as well as relief from heat stress. Street trees provide habitat for fauna such as birds and sugar gliders and create corridors for their movement. Good

management of our street trees is essential to protect and enhance wildlife habitats.

Riparian corridor ecology is becoming an increasingly prominent issue for the northern Sydney region and wider Sydney Metropolitan area as development occurs. Land use plans which define Ku-ring-gai's riparian corridors are now in place and will help to ensure their ongoing protection and connection to adjoining national parks and local government areas.

Our residents care deeply about the environment and advocate for its preservation. There is a strong established network of volunteer groups involved in bushcare, wildlife protection and rescue and other local issues that have been supported by generations of families.

It is vital that this appreciation and knowledge of the environment and challenges to its preservation are passed on to younger generations and newer residents of the area. We need to actively encourage 'whole of community' participation in environmental activities and the transfer of knowledge to a broader audience.

Globally, the depletion of non-renewable resources, particularly water and fossil fuels, will impact on the ability of cities and societies to function into the future. Proper management of these resources will need to be addressed. Council will continue to work closely with residents, businesses and government to adopt responsible and practical energy and water management practices. Council's own programs and approaches will provide leading examples to the Ku-ring-gai community.

Our local programs, policies and strategies are aimed at influencing sustainable behaviour throughout the area. They include practical solutions such as reducing water and energy use, improving biodiversity values in our bushland areas and the protection and generation of native animal and plant habitat within urban backyards.

Waste generation is affected by individual choices. Our community can help to reduce waste by taking some simple and straightforward actions in relation to the consumption and re-use of resources which will

minimise the amount of waste sent to landfill.

Council will continue to demonstrate leadership by reducing its energy and water consumption and as a consequence save money for ratepayers. Individuals will be encouraged to reduce their own use of energy and water, greenhouse gas emissions and air pollutants. Council will actively promote and adopt the use of renewable energy where we can.

Ku-ring-gai Council is a leader in creating a more environmentally sustainable local government area through its own actions and by increasing community participation and involvement in sustainability practices. Jointly with the community we need to build on our successes and previous programs by enhancing community partnerships and planning for and managing environmental risks and their potential impacts.





This theme identifies the community's aspirations for its future and how Council and other stakeholders will contribute towards their achievement. The theme's contribution to the Quadruple Bottom Line is indicated by the icons under each long term objective.

ISSUE	LONG TERM OBJECTIVE	TERM ACHIEVEMENT	COUNCIL ROLE	OTHER STAKEHOLDERS
<b>N1 - Appreciating Ku-ring-gai's unique natural environment</b>				
	N1.1 A community empowered with knowledge, learning and information that benefits the environment.	Increased community understanding of the value of the natural environment and local environmental issues and impacts.	Lead, facilitate & educate	Local community and environmental groups.
		Increased community action that benefits the environment.	Lead & facilitate	
<b>N2 - Natural Areas</b>				
	N2.1 Our bushland is rich with native flora and fauna.	Strategies and plans are relevant and implemented to improve the conservation and recovery of flora and fauna.	Lead & deliver	OEH, DP&I, Bushcare, NPWS, local community and environmental groups.
		Ecological protection and understanding is integrated with land-use planning.	Lead & deliver	
<b>N3 - Natural Waterways</b>				
	N3.1 Our natural waterways and riparian areas are enhanced and protected.	The condition of natural waterways and riparian areas have improved and water harvesting and reuse has significantly increased.	Lead & deliver	OEH, DP&I, HNCMA, Universities, Utilities
		Ecological protection of our waterways is integrated with land-use planning.	Lead & deliver	

ISSUE	LONG TERM OBJECTIVE	TERM ACHIEVEMENT	COUNCIL ROLE	OTHER STAKEHOLDERS
<b>N4 - Climate Change</b>				
	N4.1 A community addressing and responding to the impacts of climate change and extreme weather events.	The community is effectively informed and engaged on climate change issues.	Lead & facilitate	OEH, NPWS, DCCEE, NCCARF, Emergency management agencies, Universities, community groups, residents
		Council's vulnerability to climate change is reduced.	Lead & deliver	
<b>N5 - Sustainable Resource Management</b>				
	N5.1 A community progressively reducing its consumption of resources and leading in recycling and reuse.	The community is responsible and engaged in improved recycling and reduction in resource use.	Lead & facilitate	OEH, NSROC, DCCEE, Utilities, NSW EPA
		The community is responsible and engaged in energy and water conservation and efficiency programs.	Lead & facilitate	





Performance indicators (PI) of progress towards the achievement of our long-term objectives include:

Long Term Objective	Performance Indicator	Baseline (and source data)	Target
N1.1 A community empowered with knowledge, learning and information that benefits the environment	Residents involved in community environmental programs per year.	Baseline: 1,365 (Source: Council's 2011/12 Annual Report) <i>Data source: attendance / participation records</i>	Increasing trend
	Community activity that benefits the environment.	Set baseline in 2013. <i>Data source: project monitoring and evaluation (community surveys, interviews, online activity)</i>	Increasing trend
N2.1 Our bushland is rich with native flora and fauna.	Condition of bushland managed by Council.	Set baseline 2013. <i>Data source: Council's Customer Satisfaction Survey</i>	Improving trend
	Area of bushland/habitat regenerated.	Baseline: 67.7 ha (Source: Council's 2011/12 Annual Report) <i>Data source: DEKHO</i>	Hectares per year
N3.1 Our natural waterways and riparian areas are enhanced and protected.	Physical creek remediation projects completed.	New measure <i>Data source: Council Inventory of Projects</i>	Number completed per year
	Stream health through diversity of macros invertebrates.	Baseline: previous Council results <i>Data source: Council's water sampling program (macro invertebrate health score)</i>	Maintain or improving trend
N4.1 A community addressing and responding to the impacts of climate change and extreme weather events.	Household electricity consumption per capita.	Set baseline in 2013. <i>Data source: Energy Australia data</i>	Decreasing trend
	Number of residents involved in climate change adaptation activities per year.	Set baseline in 2012-2013 <i>Data source: attendance / participation records</i>	Increasing trend
N5.1 A community progressively reducing its consumption of resources and leading in recycling and reuse.	Potable water consumption per capita.	Set baseline in 2013. <i>Data source: Sydney Water data</i>	Decreasing trend
	% household waste diverted from landfill.	In 2011/12 60% of total household waste was diverted from landfill <i>Data source: Council data</i>	Maintain/Increasing trend



THEME  
PLACES,  
SPACES AND  
INFRASTRUCTURE





# ENHANCEMENT OF PUBLIC SPACES AND PLACES IN WHICH PEOPLE CAN LIVE, WORK, SHOP AND MEET



## THEME 03 PLACES, SPACES AND INFRASTRUCTURE

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

As a community we have a strong sense of place. Ku-ring-gai has evolved into a series of village like suburbs, each with distinct characteristics and unique social profiles.

Population growth, new development and changes to established areas over the next 20 years will inevitably pose challenges to those features that make Ku-ring-gai attractive to its residents and visitors.

The community has confirmed its desire to define and preserve the visual landscape and built features of Ku-ring-gai that are special and contribute to the area's unique identity.

It is important that the future planning, design and maintenance of buildings and spaces results in attractive, usable and enjoyable places for people. There is a need for better design accessibility and environmental sustainability across all development. Our challenge will be to improve the environmental

performance of buildings and spaces, and achieve high quality urban design. This will require collaboration with the development industry, government agencies, business and residents.

It is also critical that we maintain our highly valued and diverse heritage as it keeps us connected with our past and our communities retain a sense of identity, pride and history.

Our local centres are essential to the social interaction and wellbeing of our residents. Consistent with the Ku-ring-gai Local Environmental Plan (Local Centres) 2012 now in place we will promote each centre to maintain and enhance its distinct qualities. To ensure the centres retain their vitality, we will continue to encourage a variety of uses in the centres. A key focus for the future will be to facilitate working relationships with business and agencies to ensure our centres remain inviting and commercially viable.

In achieving these directions, we will improve the way they 'feel', and also their pedestrian

and cycling access. New development must be sympathetic to the existing built heritage. Improvements in local centres will enhance opportunities for social interaction and foster community interaction.

Another priority for the community is the enhancement of public spaces and places in which people can live, work, shop, meet and spend leisure time, particularly in local neighbourhoods and centres. This will require defining their visual landscape and built identity and opportunities for enhancing the amenity and useability of neighbourhoods. In maintaining our public spaces, we will continuously look for opportunities for social interaction and equity of access for all residents.

Many of our existing community facilities are old, in need of upgrading and at capacity. Investment will focus on upgrading facilities for improved utilisation and to provide more multi-purpose spaces to accommodate community needs.

While Ku-ring-gai is well provided with natural bushland, accounting for nearly 80% of Ku-ring-gai's greenspace, Ku-ring-gai's local sporting grounds, parks and public gardens make up less than 14% of all types of open space in the Local Government Area. Many local parks are not ideally positioned or large enough to cater for the more concentrated population growth in and around the local centres. Local parks and sporting reserves are highly utilised by all sections of the community, but especially by families with children. There will be a continued focus on expanding local park provision through acquisitions and embellishment to meet population growth needs and ensure that Ku-ring-gai maintains a reasonable provision of local open space and public gardens for our growing population. Improvements will also continue to sports grounds and sports facilities to cater for active recreation needs.

Recreation, open space and leisure services are key services provided by Council. As the age profile of the community changes, different

preferences for recreation and leisure are emerging. Through its own programs Council will maintain its emphasis on access to a range of fulfilling recreation and leisure opportunities including multi-use spaces, facilities and infrastructure. Partnerships and collaboration will be needed with community groups to optimise outcomes for the community.

Infrastructure is the responsibility of all levels of government. In established areas like Ku-ring-gai the maintenance of the area's roads, parks, drains and community buildings in a cost effective way is a major challenge. Council will continue to address this by implementing asset management plans to ensure these assets are available and fit for their intended purpose. Sharing and optimising the use of Ku-ring-gai's total stock of public and private infrastructure and facilities will be critical to avoid unnecessary duplication of facilities and associated costs into the future.





This theme identifies the community's aspirations for its future and how Council and other stakeholders will contribute towards their achievement. The theme's contribution to the Quadruple Bottom Line is indicated by the icons under each long term objective.

ISSUE	LONG TERM OBJECTIVE	TERM ACHIEVEMENT	COUNCIL ROLE	OTHER STAKEHOLDERS
<b>P1 - Preserving the unique visual character of Ku-ring-gai</b>				
	P1.1 Ku-ring-gai's unique visual character and identity is maintained.	Opportunities are provided to our community to contribute to plans for enhancing the local area and visual amenity of our centres.	Lead & facilitate	DP&I, local community groups, residents
		Strategies, plans and processes are in place to protect and enhance Ku-ring-gai's unique landscape character.	Lead & deliver	
		Place making programs are being implemented for selected Council owned areas.	Lead & deliver	
<b>P2 - Managing Urban Change</b>				
	P2.1 A robust planning framework is in place to deliver quality design outcomes and maintain the identity and character of Ku-ring-gai.	Strategies, plans and processes are in place to effectively manage the impact of new development.	Lead, deliver and advocate	DP&I, local community groups, residents
		Community confidence has continued in our assessment, regulatory and environmental processes.	Deliver and regulate	
<b>P3 - Quality Urban Design and Development</b>				
	P3.1 The built environment delivers attractive, interactive and sustainable living and working environments.	A high standard of design quality and building environmental performance is achieved in new development.	Lead, deliver, regulate & advocate	DP&I, local community groups, residents

ISSUE	LONG TERM OBJECTIVE	TERM ACHIEVEMENT	COUNCIL ROLE	OTHER STAKEHOLDERS
<b>P4 Revitalisation of our centres</b>				
	P4.1 Our centres offer a broad range of shops and services and contain lively urban village spaces and places where people can live, work, shop, meet and spend leisure time.	Plans to revitalise local centres are being progressively implemented and achieve quality design outcomes in collaboration with key agencies, landholders and the community.	Lead, facilitate and deliver	Chambers of Commerce, local business associations, business & land owners, developers, community groups, residents, government agencies and utilities
		Planning opportunities are investigated for the revitalisation of the St Ives Centre and surrounding precincts in collaboration with owners, developers, govt agencies and local residents.	Lead & facilitate	
		An improvement plan for Gordon Centre is being progressively implemented in collaboration with owners, businesses and state agencies.	Lead, facilitate & deliver	
		An improvement plan for Lindfield Centre is being progressively implemented in collaboration with owners, businesses and state agencies.	Lead, facilitate & deliver	
<b>P5 Heritage that is Protected and Responsibly Managed</b>				
	P5.1 Ku-ring-gai's heritage is protected, promoted and responsibly managed.	Strategies, plans and processes are in place to effectively protect and preserve Ku-ring-gai's heritage assets.	Lead, deliver & regulate	Ku-ring-gai Historical Society, NSW OEH, DP & I, NSW LAC, Northern Sydney Aboriginal Heritage Office, community groups
		Conservation Management Plans are in place and being implemented for the cultural and heritage assets of the area to ensure their long term viability.	Lead & deliver	
		Local, aboriginal and cultural history is recognised and promoted.	Facilitate & deliver	





Performance indicators (PI) of progress towards the achievement of our long-term objectives include:

ISSUE	LONG TERM OBJECTIVE	TERM ACHIEVEMENT	COUNCIL ROLE	OTHER STAKEHOLDERS
<b>P6 Enhancing recreation, sporting and leisure facilities</b>				
	P6.1 Recreation, sporting and leisure facilities are available to meet the community's diverse and changing needs.	Partnerships are established with community groups and organisations to optimise the availability and use of sporting, recreation and leisure facilities.	Lead, facilitate & deliver	Local clubs, groups and organisations, NSW Sport and Recreation
		A program is being implemented to improve existing recreation, sporting and leisure facilities and facilitate the establishment of new facilities.	Lead & deliver	
<b>P7 Enhancing community buildings and facilities</b>				
	P7.1 Multipurpose community buildings and facilities are available to meet the community's diverse and changing needs.	Standards are developed to improve the condition and functionality of existing and new assets.	Lead & deliver	Local community groups and organisations, residents
		Usage of existing community buildings and facilities is optimised.	Lead & deliver	
<b>P8 Improving the standard of our infrastructure</b>				
	P8.1 An improved standard of infrastructure that meets the community's service level standards and Council's obligations as the custodian of our community assets.	Our public infrastructure and assets are planned, managed and funded to meet community expectations, defined levels of service and address inter-generational equity.	Lead & deliver	Government agencies, community groups, residents
		Programs for infrastructure and asset maintenance management are delivered in accordance with the adopted Asset Management Strategy and Plans.	Deliver	

Long Term Objective	Performance Indicator	Baseline (and source data)	Target
P1.1 Ku-ring-gai's unique visual character and identity is maintained.	Level of importance of Ku-ring-gai's unique visual character and identity to the community.	New Measure <i>(Source: Council Community Satisfaction Survey)</i>	Steady or increasing trend
P2.1 A robust planning framework is in place to deliver quality design outcomes and maintain the identity and character of Ku-ring-gai.	Resident satisfaction with the visual quality of design in the Ku-ring-gai area.	New Measure <i>(Source: Council Community Satisfaction Survey)</i>	Steady or increasing trend
P3.1 The built environment delivers attractive, interactive and sustainable living and working environments.	Resident satisfaction with the attractiveness (visual amenity) of our local centres.	New measure <i>(Source: Council Community Satisfaction Survey)</i>	Steady or increasing trend
	Resident satisfaction with Council's regulatory services.	Establish baseline 2013 <i>(Source: Council's Customer Satisfaction Survey)</i>	Steady or increasing trend
P4.1 Our centres offer a broad range of shops and services and contain lively urban village spaces and places where people can live, work, shop, meet and spend leisure time.	Resident satisfaction with the vitality of our local centres.	New measure <i>(Source: Council Community Satisfaction Survey)</i>	Steady or increasing trend
P5.1 Ku-ring-gai's heritage is protected, promoted and responsibly managed.	Resident satisfaction with protection of heritage.	Establish baseline 2013 <i>(Source: Council Community Satisfaction Survey)</i>	Steady or increasing trend
P6.1 Recreation, sporting and leisure facilities are available to meet the community's diverse and changing needs.	Resident satisfaction with recreation, sporting and leisure facilities.	Establish baseline 2013 <i>(Source: Council Community Satisfaction Survey)</i>	Steady or increasing trend
P7.1 Multipurpose community buildings and facilities are available to meet the community's diverse and changing needs.	Resident satisfaction with Council's community facilities.	Establish baseline 2013 <i>(Source: Council Community Satisfaction Survey)</i>	Steady or increasing trend
	Utilisation rate and income from community facilities.	Establish baseline 2013 <i>(source: Council's Annual Report)</i>	Increasing trend
P8.1 An improved standard of infrastructure that meets the community's service level standards and Council's obligations as the custodian of our community assets.	Resident satisfaction with roads, footpaths, drainage and parking.	Establish baseline 2013 <i>(Source: Council Community Satisfaction Survey)</i>	Steady or increasing trend





East Lindfield\_Enchanted Forest, Lynda Kay, Capture Ku-ring-gai Photo Competition August 2012



THEME 4

ACCESS, TRAFFIC  
AND TRANSPORT





## THEME 04

### ACCESS, TRAFFIC AND TRANSPORT

Access and connection to, from and within Ku-ring-gai is safe, reliable and affordable



WonYun Lee, Capture Ku-ring-gai Photo Competition August 2012

**The ability to move around plays a key role in our quality of life, the choices we make about where we live and the liveability of our communities. A good quality transport network has a major influence on our quality of life. Residents want the ability to live close to where they work and play and feel socially connected.**

Our challenge is to provide a better integrated and accessible transport network with improved access for residents, flexible transport options that cater for the needs of the population and efficient support infrastructure. To do this we will need to work collaboratively with our neighbouring councils, government, agencies and transport providers.

A major challenge for metropolitan cities is to reduce their dependence on private motor vehicles. A reliable, cost-effective public transport system, accessible footpaths and

bikeways will move cars off the road. Fewer cars results in reduced traffic congestion, less pressure on parking spaces and less greenhouse gas emissions. This is increasingly important as our population and housing density increases across the Sydney metropolitan area.

Council will continue work towards providing a network of safe and convenient walking paths and bikeways linking major land uses and recreation opportunities. Walking and cycling options also improve health outcomes and improve our sense of community, particularly for suburbs that are split by the Pacific Highway, railway and other major roads. Council will also work with the community to assist people in making sustainable transport choices such as walking, cycling or using public transport.

The overall number of car trips can also be reduced by residents shopping, socialising and undertaking recreational activities locally. Programs will continue to make these areas more attractive places and spaces to use by

enhancing neighbourhood and local centres, improving community facilities, parks and recreational facilities.

Planning for our centres must also address accessibility for all pedestrians, including those people that are less mobile.

While our local area is generally well serviced by public transport some areas need more regular and expanded bus services. Council will advocate for these improvements and will continue to work with bus operators and government agencies to monitor reliability and journey times of existing services.

Community transport provides an important service to many groups and individuals to access shops and services, as well as for recreation. In conjunction with community groups and service providers Council will explore innovative and cost effective ways to expand resident access to community transport options.

# A GOOD QUALITY TRANSPORT NETWORK HAS A MAJOR INFLUENCE ON OUR QUALITY OF LIFE

The largest asset Council has responsibility for is the local road network. Council will continue to manage that network to reduce congestion, particularly around local centres, to maximise the efficiency of parking and to improve safety and accessibility for pedestrians, cyclists and motorists.

Adequate, accessible regional public transport and road connections are vital to the area's efficient operation. Council will continue to press the State government for the delivery of improvements to the regional transport network.







This theme identifies the community's aspirations for its future and how Council and other stakeholders will contribute towards their achievement. The theme's contribution to the Quadruple Bottom Line is indicated by the icons under each long term objective.



ISSUE	LONG TERM OBJECTIVE	TERM ACHIEVEMENT	COUNCIL ROLE	OTHER STAKEHOLDERS
<b>T1 Integrated and Accessible Transport</b>				
	T1.1 A range of integrated transport choices are available to enable effective movement to, from and around Ku-ring-gai.	Public transport connections are accessible to all age groups and match the travel needs of the community.	Lead, advocate & facilitate	TfNSW, RMS, DP&I, Railcorp/CityRail, State Transit, private bus companies
		A network of safe and convenient links to local centres, major land uses and recreation opportunities is in place.	Deliver	Community groups
		Advocate to relevant Government agencies and private companies for integrated public transport facilities and service improvements that meet community needs.	Lead & advocate	TfNSW, RMS, State Transit, NSROC
		The community is informed, educated and encouraged to use alternative forms of transport.	Advocate, promote & educate	Community groups, residents
<b>T2 Local Road Network</b>				
	T2.1 The local road network is managed to achieve a safe and effective local road network.	Road network safety and efficiency are improved and traffic congestion is reduced.	Lead & deliver	RMS, NSROC

ISSUE	LONG TERM OBJECTIVE	TERM ACHIEVEMENT	COUNCIL ROLE	OTHER STAKEHOLDERS
<b>T3 Regional Transport Network</b>				
	T3.1 An accessible public transport and regional road network that meets the diverse and changing needs of the community.	A strategic access, traffic and transport plan is being implemented for the Northern Sydney Region.	Advocate & deliver	TfNSW, RMS, DP&I, State Transit, private bus companies, NSROC
		Council engages with the State government to upgrade regional roads and reduce congestion in the local road network	Advocate	RMS, NSROC

**FEWER CARS** RESULT IN REDUCED TRAFFIC CONGESTION, LESS PRESSURE ON PARKING SPACES AND LESS GREENHOUSE GAS EMISSIONS





KU-RING-GAI - OUR FUTURE

TRACKING OUR PROGRESS

Performance indicators (PI) of progress towards the achievement of our long-term objectives include:

Long Term Objective	Performance Indicator	Baseline (and source data)	Target
T1.1 A range of integrated transport choices are available to enable effective movement to, from and around Ku-ring-gai.	Mode split for journey to work trips showing increased public transport usage.	Establish baseline 2013 <i>(source: TfNSW)</i>	Increasing trend
	Rail patronage, by station.	Establish baseline 2013 <i>(source: TfNSW)</i>	Increasing trend
	Bicycle count data.	Establish baseline 2013 <i>(source: Council survey counts)</i>	Increasing trend
T2.1 The local road network is managed to achieve a safe and effective local road network.	Number of vehicle accidents and pedestrian accidents per year.	Establish baseline 2013 <i>(source: RMS)</i>	Reducing trend
T3.1 An accessible public transport and regional road network that meets the diverse and changing needs of the community.	Vehicle travel speed on arterial roads within designated speed limits.	Establish baseline 2013 <i>(source: TfNSW)</i>	Improving trend



THEME 5

LOCAL ECONOMY AND EMPLOYMENT





## THEME 05

### LOCAL ECONOMY AND EMPLOYMENT

Creating economic employment opportunities through vital, attractive centres, business innovation and technology



Bakerie 773 Pacific Hwy, Gordon

**A strong local economy, able to provide and attract quality jobs is an important contributor to Ku-ring-gai's long term sustainability.**

Ku-ring-gai's population growth will place further pressures on infrastructure and the quality of life enjoyed by those who live and work here. As the population grows it will be important for the local economy to grow to support the community in the future.

Ku-ring-gai's workforce is highly skilled with more professionals than any other occupation. About 54% of working people in Ku-ring-gai have a tertiary qualification compared to 33.1% for Greater Sydney.

Ku-ring-gai's economy is based around the service sectors of healthcare and community service, education, professional services and retail. Over half of the working age population are employed in these sectors.

Nearly three quarters of these residents leave the area every day for work. While this

mismatch is due in part to the number of high income earners who need to work in the Sydney CBD and other surrounding centres of knowledge, technology, education and health it indicates a need for more skilled jobs closer to home and significant spending leaving the local economy.

Facilitating local economic growth, particularly across healthcare, education, professional business services, retail and tourism will be important to addressing this mismatch.

Ku-ring-gai's small business sector continues to grow, particularly home based businesses with 8% of the employed population now working from home compared to 4% in Greater Sydney. Taking advantage of opportunities presented by new technologies, facilitating training and business support and reducing red tape will help to expand this employment area.

Ku-ring-gai has half the number of people in the 25 – 34 year working age group than Greater Sydney (3.6% vs 7.7%). Opportunities to retain a greater proportion of the resident workforce

in this age bracket need to be explored to strengthen Ku-ring-gai's employment base.

While unemployment in Ku-ring-gai is low in comparison with other parts of Sydney and NSW it is important that the local workforce continues to have access to a wide range of jobs matching its skill base and potential. These jobs need to be readily accessible by efficient public transport or car so that long or time consuming journeys to work do not impact on people's enjoyment of leisure time. Conversely people working in Ku-ring-gai who live outside the area need to be able to conveniently travel to Ku-ring-gai.

Fewer work trips by car will have tangible benefits to the environment and help to improve the region's air quality and reduce congestion on the roads. Improved access to and use of public transport and alternative forms of transport will reinforce economic, social and environmental outcomes.

While Council has limited influence on local economic performance it will continue its strong

leadership role in building the area's capacity to become more competitive and attractive to investment. That includes participating in and supporting networks and partnerships to broaden the economy, continuing to nurture the area's skills base, looking for niches where the area and Northern Sydney region have competitive advantage and by developing land use policies that stimulate investment and tourism.

A strategic program for future activities will be developed in collaboration with economic partners. This will support local business, employment and promote the area for future investment. This is consistent with the NSW 2021 Northern Sydney Region priority actions for growing the economy and improving road and public transport connections.



Flourish Green Bakers, 4 St Johns Ave, Gordon





This theme identifies the community's aspirations for its future and how Council and other stakeholders will contribute towards their achievement. The theme's contribution to the Quadruple Bottom Line is indicated by the icons under each long term objective.

ISSUE	LONG TERM OBJECTIVE	TERM ACHIEVEMENT	COUNCIL ROLE	OTHER STAKEHOLDERS
<b>E1 Promoting Ku-ring-gai's business and employment opportunities</b>				
	E1.1 Ku-ring-gai is an attractive location for business investment.	Ku-ring-gai's opportunities and assets are promoted to strengthen and attract business and employment to the area.	Lead and facilitate	Chambers of Commerce, local business associations, business & land owners, government agencies
		Opportunities are pursued to strengthen our local and neighbourhood centres to promote small and medium businesses in Ku-ring-gai.	Lead & facilitate	Chambers of Commerce, local business associations, business & land owners, community groups, residents, government agencies and utilities
<b>E2 Partnering for business and employment growth</b>				
	E2.1 Key stakeholders have confidence in, and pro-actively partner with Council to enhance employment and economic benefits.	Ku-ring-gai's business community, government agencies and regional partners are working in an effective and integrated way to strengthen and develop Ku-ring-gai's local economic base.	Lead, advocate and facilitate	NSROC, NSW Trade and Investment, Chambers of commerce and local business associations
<b>E3 Visitation opportunities</b>				
	E3.1 Ku-ring-gai has a range of activities and experiences that attract visitors.	Tourism business has been strengthened and expanded.	Facilitate	Destination NSW, local business operators
		Ku-ring-gai is marketed as a provider of a range of visitor activities and experiences.	Facilitate	Chambers of Commerce, local business associations, local businesses, local groups and associations



Performance indicators (PI) of progress towards the achievement of our long-term objectives include:

Long Term Objective	Performance Indicator	Baseline (and source data)	Target
E1.1 Ku-ring-gai is an attractive location for business investment.	Business satisfaction with the attractiveness (visual amenity) of our local centres.	New measure <i>(Source: Council Satisfaction Survey)</i>	Increasing trend
	Business satisfaction with Council's regulatory services.	Establish baseline 2013 <i>(Source: Council Satisfaction Survey)</i>	Steady or increasing trend
	Number of businesses and workplaces in Ku-ring-gai.	Establish baseline 2013 <i>(Source: NEIR Data, ABS counts)</i>	Increasing trend
	Employment participation rates of the older workforce.	New measure <i>Data source: ABS Statistics</i>	Maintain or increasing
E2.1 Key stakeholders have confidence in, and pro-actively partner with Council to enhance employment and economic benefits.	Business satisfaction with Council's initiatives to partner and support local business.	New measure <i>(Source: Council Satisfaction Survey)</i>	Increasing trend
E3.1 Ku-ring-gai has a range of activities and experiences that attract visitors.	Visitor satisfaction with activities and experiences in Ku-ring-gai.	New measure <i>(Source: Destination NSW, NPWS, Council surveys)</i>	Increasing trend





THEME

LEADERSHIP  
AND  
GOVERNANCE







# COUNCIL'S ASSET PORTFOLIO CONSISTS OF OVER \$1.8BILLION OF INFRASTRUCTURE AND COMMUNITY AND OPERATIONAL LAND



THEME 06

## LEADERSHIP AND GOVERNANCE

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

This strategic plan is our community's plan and Council is committed to addressing the community's aspirations, as articulated in this plan, to move Ku-ring-gai towards its Vision.

Council will utilise the community strategic plan as the foundation for all its decisions, resource allocation and activity over the next 10 – 20 years. While recognising Council is directly responsible for many outcomes, collaborative agreements and partnerships will be pursued with a range of government agencies, organisations and community groups to bring about many others.

Ku-ring-gai's future will depend on establishing a shared vision for our area across all levels of government, regional organisations, agencies, community and business.

The functions and responsibilities of local government continue to increase and change. Council is faced with the challenge of selecting its activities prudently and of adequately

resourcing its programs. Opportunities for new resources and increased effectiveness will be rigorously pursued. The programs and services selected must be carefully designed and delivered to equitably and cost effectively advance the wellbeing of the community. Continued improvements to service level specification and delivery approaches will be needed to support this.

We will continue to engage with our community to seek opinion on priorities and willingness to pay for enhanced service delivery. Importantly, Council will seek to provide services which match the needs and preferences of the community.

Along with many authorities we face asset renewal and investment challenges which must be balanced with resident and ratepayers expectations. Council's asset portfolio consists of over \$1.8billion of infrastructure and community and operational land. We will continue to press government for infrastructure, services and facilities needed for the population over the next 10 – 20 years.

Council's revised Asset Management Strategy 2013-2023, demonstrates how Council's asset portfolio supports the service delivery needs of the community and the funds required to deliver these services. The revised Strategy also includes an Asset Management Improvement Plan to ensure that organisational practices and procedures are continually improved.

Community involvement and engagement is at the heart of good governance and will ensure that our strategic direction meets the aspirations of our local community. We will continue to engage with the community over this four year term of Council to monitor how we are going. This will include the use of support technologies and social media to engage local residents and provide input into our decision - making processes.

Council can only achieve the outcomes it seeks for the community with the aid of a well managed organisation focussed on working in the community's interest and continuously improving its delivery of services. With change continuously taking place in Council's activities

the workplace must be able to adapt to these and other changes as they emerge. Council recognises the quality of the people it can attract and retain in its organisation is vital to it achieving its program. It values its people and appreciates their contribution. It will continue to recognise the obligation for them to be provided with a safe, secure and satisfying workplace, treated equitably and with respect and properly rewarded.





This theme identifies the community's aspirations for its future and how Council and other stakeholders will contribute towards their achievement. The theme's contribution to the Quadruple Bottom Line is indicated by the icons under each long term objective.

ISSUE	LONG TERM OBJECTIVE	TERM ACHIEVEMENT	COUNCIL ROLE	OTHER STAKEHOLDERS
<b>L1 Leadership</b>				
	L1.1 A shared long term vision for Ku-ring-gai underpins strategic collaboration, policy development and community engagement.	The aspirations, objectives and priorities of our community are reflected in Ku-ring-gai's Community Strategic Plan and inform Council's policy development, decision making and program delivery including responses to government policy and reforms.	Lead & Deliver	NSW Govt, DLG, DP&I, community groups, residents and business
		Council leads the community by advocating, influencing and participating in policy development to the benefit of the local area.	Lead & advocate	Government agencies, NSROC
		Partnerships are established with government agencies, regional and local organisations and community groups and are working to achieve Ku-ring-gai's community outcomes.	Lead and advocate	Government agencies, NSROC
		Council's responses to government policy and reforms are guided by and aligned with the adopted Community Strategic Plan 2030 'Our community - Our Future'.	Lead and advocate	NSW Govt, DLG, DP&I, residents and business

ISSUE	LONG TERM OBJECTIVE	TERM ACHIEVEMENT	COUNCIL ROLE	OTHER STAKEHOLDERS
<b>L2 Financial capacity and sustainability</b>				
	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.	Lead & deliver	DLG
		Council's financial services provide accurate, timely, open and honest advice to the community.	Lead & deliver	DLG
		Council expenditure satisfies the needs of the community.	Lead & deliver	DLG
		Council has increased its commitment to infrastructure asset management priorities.	Lead & deliver	DLG
<b>L3 Good Governance and Management</b>				
	L3.1 The organisation is recognised and distinguished by its ethical decision-making, efficient management, innovation and quality customer service.	Council's integrity and operating effectiveness is continually being improved through its leadership, decision-making and policies.	Leader & deliver	DLG
		Integrated risk management, compliance and internal control systems are in place to identify, assess, monitor and manage risks throughout the organisation.	Lead & deliver	DLG
		Council's governance framework is developed to ensure probity, transparency and the principles of sustainability are integrated and applied into our policies, plans, guidelines and decision making processes.	Lead & deliver	DLG
		The organisation is recognised as a leader in sustainability.	Lead & deliver	OEH, DCCEE, DP&I, NSROC, DLG, local community and environmental groups
		Council's services and programs are provided on the basis of equity, community priorities and best value for money within available resources.	Lead & deliver	DLG
		<b>L4 Community Engagement</b>		
	L4.1 The community is informed and engaged in decision-making processes for community outcomes	Community engagement utilises effective and varied communication channels to reach all sections of the community.	Lead, facilitate & deliver	DLG, Local community groups





Performance indicators (PI) of progress towards the achievement of our long-term objectives include:



Long Term Objective	Performance Indicator	Baseline (and source data)	Target
L1.1 A shared long term vision for Ku-ring-gai underpins strategic collaboration, policy development and community engagement.	Community awareness of the long term vision and objectives for Ku-ring-gai.	New measure <i>(Source: Council's Community Satisfaction Survey)</i>	Increasing trend
L2.1 Council rigorously manages its financial resources and assets to maximise delivery of services.	Ongoing operating surpluses.	In 2010/11 and 2011/12 Council reported an operating surplus <i>(Source: Council's Annual Report)</i>	Maintain or increasing trend
	Ability to increase commitment of general revenue towards asset refurbishment.	In 2011/2012 Council improved its ability to increase funding towards asset refurbishment <i>(Source: Council's Annual Report)</i>	Increasing trend
	Working capital.	In 2011/2012 Council exceeded it's working capital target <i>(Source: Council's Annual Report)</i>	Greater than or equal to \$4 million
L3.1 The organisation is recognised and distinguished by its ethical decision-making, efficient management, innovation and quality customer service.	Overall community satisfaction with Council services.	Establish baseline in 2013 <i>(Source: Council's Customer Satisfaction Survey)</i>	Increasing trend
L4.1 The community is informed and engaged in decision-making processes for community outcomes.	Community satisfaction with Council's consultation and engagement.	Establish baseline in 2013 <i>(Source: Council's Customer Satisfaction Survey)</i>	Increasing trend
	Community satisfaction with Council's provision of information about events, services, programs and activities.	Establish baseline in 2013 <i>(source: Council's Customer Satisfaction Survey)</i>	Increasing trend





## KU-RING-GAI - OUR FUTURE

### APPENDIX 1 - WHAT COUNCIL DOES

Council provides a wide range of essential services, programs and infrastructure to the community. Our Delivery Program will show how these services are resourced and prioritised to deliver the objectives in the Community Strategic Plan.

#### Civic Management

The Civic department implements the decisions of Council's elected representatives and is responsible for the day-to-day management of Council as a corporate organisation.

- ▶ General manager's office
- ▶ Mayoral and councillor support
- ▶ Internal ombudsman
- ▶ Corporate lawyer

#### Community

The community department provides frontline services to the community including libraries, child care, communications, recreation and customer service.

##### Corporate Communications

- ▶ Media, marketing and website
- ▶ Citizenship
- ▶ Community consultation
- ▶ Festivals and events
- ▶ Customer service

##### Community and Recreation

- ▶ Community facilities leasing
- ▶ Park and tennis court bookings
- ▶ Golf clubs management
- ▶ West Pymble Pool
- ▶ Sportsfields management and seasonal hiring
- ▶ Ku-ring-gai Wildflower Garden

- ▶ St Ives Showground
- ▶ Filming in ku-ring-gai
- ▶ Halls and meeting room bookings

##### Library and Cultural Services

- ▶ Library and information services
- ▶ Ku-ring-gai Art Centre
- ▶ Public art

##### Community Development

- ▶ Children's services
- ▶ Youth services and centres
- ▶ Aged and disability services
- ▶ Volunteers





Festival on the Green 2013

## Corporate Services

The Corporate department provides the internal services necessary to ensure the organisation is effective and efficient in its delivery of community services

- ▶ Human resources
- ▶ Information technology
- ▶ Land information systems
- ▶ Records
- ▶ Finance

## Development and Regulation

The Development and Regulation department provides development assessment and compliance/regulatory services.

### Development Assessment

- ▶ Assessment of development applications
- ▶ Pre-lodgement DA advice service

### Building and Regulation Services

- ▶ Building compliance and regulation
- ▶ Provision of principal certifying authority services
- ▶ Fire safety inspection and certification

### Compliance Services

- ▶ Investigation of unauthorised or illegal works and land uses
- ▶ Administration of legal enforcement action regarding illegal/unauthorised works

## Environmental Health Services

- ▶ Environmental pollution (air, noise and water)
- ▶ Monitoring and inspections of regulated premises
- ▶ Monitoring and inspection of environmental breaches

## Area Ranger Services

- ▶ Monitoring and enforcement

## Companion Animal Management

- ▶ Companion animals registration
- ▶ Community education on responsible pet ownership
- ▶ Investigation and enforcement; stray, nuisance and dangerous dogs

## Operations

The Operations department looks after all Council works, including traffic, roads, footpaths, waste collection, parks, ovals and building maintenance

### Traffic and Transport

- ▶ Traffic management
- ▶ Road safety

### Engineering Services and Projects

- ▶ Road, footpath and drainage design, construction and maintenance
- ▶ Council facilities building maintenance
- ▶ Roadside furniture and signposting installation and maintenance

## Open Space Services

- ▶ Parks, sportsfields and golf course maintenance
- ▶ Street tree maintenance and planting
- ▶ Bushland maintenance and hazard reduction
- ▶ Tree preservation orders

## Open Space Projects

- ▶ Playgrounds maintenance and improvements
- ▶ Upgrades to sport fields and parks
- ▶ Upgrades to natural areas and fire trails

## Waste Management

- ▶ Waste education
- ▶ Landfill rehabilitation
- ▶ Waste and recycling
- ▶ Street and drainage cleaning

## Strategy and Environment

The Strategy and Environment department provides cohesive, long-term planning for all Council services, activities and facilities, taking into account community needs, financial requirements and sustainability.

### Urban Planning

- ▶ Land use planning, including preparation of Local Environmental Plans and Development Control Plans
- ▶ Developer Contributions Plans
- ▶ Place making and management
- ▶ Public domain planning, masterplanning and urban design
- ▶ Traffic and transport planning

### Integrated Planning, Property and Assets

- ▶ Community and corporate planning and reporting
- ▶ Strategic asset management
- ▶ Property acquisition and divestment
- ▶ Commercial property management
- ▶ Capital works planning

## Environment and Sustainability

- ▶ Natural areas and catchment planning
- ▶ Environmental levy
- ▶ Environmental education and programs
- ▶ Community volunteers
- ▶ Sustainability programs and policy development

### Strategic Projects

- ▶ Sport and recreation planning
- ▶ Open space project design
- ▶ Strategic project delivery







## KU-RING-GAI - OUR FUTURE

### APPENDIX 2 - COMMUNITY STRATEGIC PLAN'S LINKS TO NSW 2021

The Community Strategic Plan's links refer to specific issues that are addressed under each theme in the plan.

The letters refer to the following themes:

- C** Community, people and culture
- N** Natural environment
- P** Places, spaces and infrastructure
- T** Access, traffic and transport
- E** Local economy and employment
- L** Leadership and governance.

NSW 2021 Priority Area	Relevant NSW 2021 Goals	Community Strategic Plan's Links
<b>The Economy</b>	1. Improve the performance of the NSW economy	E1, E2, E3
<b>Quality Services</b>		
<b>Transport</b>	7. Reduce travel times	T1, T2, T3
	8. Grow patronage on public transport by making it a more attractive choice.	T1
	9. Improve customer experience with transport services	T1
	10. Improve road safety	T2, T3
<b>Health</b>		
	11. Keep people healthy and out of hospital	C1, C4, C5
<b>Family and community services</b>	13. Better protect the most vulnerable members of our community and break the cycle of disadvantage	C1, C3
	14. Increase opportunities for people with a disability by providing supports that meet their individual needs and realise their potential.	C1, C3, P6, P7, T1
<b>Education</b>	15. Improve education and learning outcomes for all students	C1, C3, N1
<b>Police and Justice</b>	16. Prevent and reduce the level of crime	C5, P3
<b>Infrastructure</b>		
	19. Invest in critical infrastructure	P6, P7, P8, L2
	20. Build liveable cities	P4, P6, P7, P8, T1, T2, T3
<b>Local Environment and Communities</b>		
	22. Protect our natural environment	N1, N2, N3, N4, N5
	23. Increase opportunities for people to look after their own neighbourhoods and environments	C3, N1, N4, N5, P4
	24. Make it easier for people to be involved in their communities	C1, C3
	25. Increase opportunities for seniors in NSW to fully participate in community life	C1, C3
	26. Fostering opportunity and partnership with Aboriginal people	C1, C2, C3
	27. Enhance cultural, creative, sporting and recreation opportunities	C2, P4, P6, P7
	28. Ensure NSW is ready to deal with major emergencies and natural disasters.	C7
<b>Accountability to Government</b>		
	31. Improve government transparency by increasing access to government information	L1, L2, L3
	32. Involve the community in decision-making on government policy, services and projects.	L4



## KU-RING-GAI - OUR FUTURE

### APPENDIX 3 - COMMUNITY STRATEGIC PLAN'S LINKS TO THE NORTHERN SYDNEY REGIONAL ACTION PLAN (NSW 2021)

The proposed NSW Government Actions for the Northern Sydney Region may positively contribute to the achievement of Ku-ring-gai's long term objectives OR require responses and contributions from Ku-ring-gai Council, the Ku-ring-gai community and other relevant stakeholders.

The letters refer to the following themes:

- C** Community, people and culture
- N** Natural environment
- P** Places, spaces and infrastructure
- T** Access, traffic and transport
- E** Local economy and employment
- L** Leadership and governance.

The numbers refer to Issues and Long Term Objectives under each theme. The Northern Sydney Region includes Ku-ring-gai, Willoughby, Ryde, North Sydney, Lane Cove, Hunters Hill and Hornsby Councils.

NSW 2021 Priority Area	Proposed NSW Government Actions for the Northern Sydney Region – NSW 2021	Community Strategic Plan's Links
<b>1. Improve road and public transport connections to other parts of Sydney</b>		
	Continue work on the North West Rail link	T3.1
	Develop an integrated public transport ticketing system	T1.1
	Construct dedicated freight lines	T1.1, T3.1
	Regional level planning for cycling networks in proximity to employment centres	T1.1
	Improve performance and monitoring of Metro Bus services	T1.1
	M2 Motorway widening project	T3.1
<b>2. Build liveable cities</b>		
	Affordable Housing Taskforce and Seniors Housing for the Northern Sydney region	C6.1, C1.1
	Deliver funding for enhanced community recreation facilities in the Northern Sydney region	C4.1
	Provide funding to local councils under the NSW Local Infrastructure Renewal Scheme to enhance regional infrastructure, including: Asset renewal and upgrade of Ku-ring-gai Council's public toilet amenities and the Gordon Library upgrade.	C2.1, P6.1, P7.1, P8.1
<b>3. Improve social connections and support for vulnerable communities and the ageing</b>		
	Explore options for a new secondary school in the Lower North shore	C1.1
	Maximise the community's use of public facilities and other spaces	P4.1, P6.1, P7.1
	Improved planning and coordination of services working with families and children.	C1.1, C3.1
	Develop a Northern Sydney Regional Youth Strategy	C1.1, C3.1
	Increase the capacity of services to support people with a disability through the implementation of Stronger Together Two	C1.1, C3.1
	Implement the Northern Sydney Local Health District Disability Action Plan	C1.1, C3.1
	Improve supports for Aboriginal and Torres Strait Island and culturally and linguistically diverse communities	C1.1, C2.1, C3.1
	Develop a Northern Sydney Ageing Strategy	C1.1
	Take local action to prevent crime through the Safer Community Compacts Program	C5.1





## KU-RING-GAI - OUR FUTURE

### APPENDIX 4 - COUNCIL PLANS AND POLICIES

Ku-ring-gai Council has numerous strategies, policies and plans both statutory and non-statutory.

Below is a comprehensive list of the documents grouped by theme. These documents are available online at [www.kmc.nsw.gov.au](http://www.kmc.nsw.gov.au) or on request.

#### Community, people and culture

- ▶ Draft Ageing Strategy (2013)
- ▶ NSW State Emergency Management Plan (2012)
- ▶ Young People Strategy (2013)
- ▶ Ku-ring-gai Children's Needs Study (2010)

#### Natural environment

- ▶ Climate Change Policy (2009)
- ▶ Adaptation Strategy (2010)
- ▶ Integrated Water Cycle Management Policy/Strategy (2008)
- ▶ Biodiversity Strategy (2006)

#### Leadership, partnership and governance

- ▶ Ku-ring-gai Community Strategic Plan 2030 (2009)
- ▶ Asset Management Strategy (2011)
- ▶ Asset Management Policy (2009)
- ▶ Acquisition and Divestment of Land Policy (2009)
- ▶ Open Space Acquisition Strategy (2007)
- ▶ Ku-ring-gai Contributions Plan (2010)

#### Places, spaces and infrastructure

- ▶ Community Facilities Strategy (2009)
- ▶ Ku-ring-gai Contributions Plan (2010)
- ▶ Asset Management Strategy (2011)
- ▶ Open Space Acquisition Strategy (2007)
- ▶ Tree Management Policy (1999)
- ▶ Town Centre Public Domain Plan (2010)
- ▶ Ku-ring-gai Local Environmental Plan (Local Centres) 2012
- ▶ Draft Ku-ring-gai Local Environmental Plan 2013
- ▶ People, Parks and Bushland - Open Space Strategy for Ku-ring-gai (2005)
- ▶ Sport in Ku-ring-gai Strategy (2006)
- ▶ NSROC Regional Sportsgrounds Management Strategy (2010)

#### Access, traffic and transport

- ▶ Integrated Transport Strategy (2011)
- ▶ Ku-ring-gai Traffic and Transport Policy (2010)
- ▶ Ku-ring-gai Local Environmental Plan (Local Centres) 2012
- ▶ Ku-ring-gai Local Environmental Plan (Local Centres) 2012
- ▶ Ku-ring-gai DCP (Local Centres)
- ▶ Town Centre Public Domain Plan (2010)
- ▶ Integrated Transport Strategy (2011)

#### Local economy and employment

- ▶ Ku-ring-gai Local Environmental Plan (Local Centres) 2012
- ▶ Ku-ring-gai DCP (Local Centres)
- ▶ Town Centre Public Domain Plan (2010)
- ▶ Integrated Transport Strategy (2011)

NSW 2021 Priority Area	Proposed NSW Government Actions for the Northern Sydney Region – NSW 2021	Community Strategic Plan's Links
<b>4. Increased community access to open space and protect the natural environment and waterways</b>		
	Develop and implement Floodplain Risk Management Studies and Plans	N3.1
	Undertake threatened species recovery actions	N2.1
	Develop a regional waste avoidance and resource recovery strategy	N5.1
<b>5. Grow the economy</b>		
	Reinvigorate urban centres to create liveable communities and boost the local economy through the Precinct Support Scheme, part of the Urban Activation Precinct Program	P4.1
	Develop and implement Industry Action Plans to support key industry sectors within the region	E2.1, E1.1
	Provide support to small businesses in the Northern Sydney Region through the roll out of the Small Biz Connect program	E1.1, E2.1, E3.1
	Support increased productivity by cutting government red tape through the establishment of a Service NSW one stop shop in Chatswood	E1.1, E2.1, E3.1
<b>6. Improve access to healthcare</b>		
	Improved primary health care for the aged through: Development of the Health Contact Centre; Implementation of care coordination and coaching for chronic care patients; Additional healthcare personnel to assist in dementia and geriatric care	C1.1
	Improve support for younger people through the Forgotten Generation Project	C1.1, C3.1
	Construction of a new 12 bed Inpatient Unit and a 35 bed Adult Acute Mental Health Unit at Hornsby Hospital	C1.1
	Improve access to mental health services and deliver the new Head Space consortium	C1.1
	Stage 1 planning for the redevelopment of Hornsby Ku-ring-gai Hospital	C1.1
	Support the Northern Health and Medial Research Hub through the development of strategic plans.	C1.1





### Aboriginal Heritage Office

Ku-ring-gai Council is a member of the Aboriginal Heritage Office (AHO), which preserves and protects over 1,000 Aboriginal heritage sites across the North Shore. The AHO also studies Aboriginal life before colonisation and runs a series of educational walks and talks for school groups and the general public.

### Best Practice

A best practice is a method or technique that has consistently shown results superior to those achieved with other means, and that is used as a benchmark. In addition, a "best" practice can evolve to become better as improvements are discovered. Best practices are used to maintain quality as an alternative to mandatory legislated standards and can be based on self-assessment or benchmarking.

### Biodiversity

The variety of life in all its forms, levels and combinations.

### Catchment

Area of land that drains rainfall into a river or lake.

### Community Engagement

Refers to the level of public participation in the development of the Community Strategic Plan. Council is required to adopt a community engagement strategy prior to preparation of the Plan to ensure that, at a minimum, Council has worked directly with the community and that community concerns and aspirations have been consistently understood and considered.

### Community Reference Committees

Committee comprised of community and Council representatives who review issues pertaining to specific areas.

### Community Strategic Plan

Identifies the community's main priorities and aspirations for the future and sets out strategies to achieve them. Councils' role is to initiate, prepare and maintain the Plan on behalf of the area but other partners such as state agencies and community groups also play a role in delivering the long term objectives of the plan.

### Councillors

Elected representatives who set strategic direction, monitor organisational performance,

liaise with stakeholders and ensure operational compliance.

### Database

Systematic arrangement of computer data to enable it to be automatically retrieved and manipulated.

### Development Control Plan (DCP)

Provides policy statements and more detail beyond the provisions contained in a Local Environmental Plan and serves to further guide development decisions across the local government area.

### Delivery Program

Is a statement of a commitment to the community. It outlines what Council intends to do towards achieving its long term objectives and priorities.

### Governance

Governance comprises the traditions, institutions and processes that determine how power is exercised, how citizens are given a voice, and how decisions are made on issues of public concern.

### Heritage

Refers to the extensive aboriginal, natural, social and built history of the Ku-ring-gai area. It consists of those places and objects, including houses, public and commercial buildings, parks and monuments, that we as a community have inherited from the past and want to hand on to future generations. In a planning context, heritage refers to things in our built and natural environment that we want to preserve for future generations to enjoy. There are currently approximately 800 Heritage listed properties in Ku-ring-gai.

### Indigenous

Refers to origination in a particular region or country, native to the area. The original inhabitants of the Ku-ring-gai area were the Guringai people. For thousands of years before the arrival of European settlers, the Guringai people lived in the area from Newcastle down to Sydney, mostly along the foreshores of the harbour. The Guringai people developed a rich and complex culture, including distinctive language, customs, spirituality and law, the heart of which was their connection to the land.

### Infrastructure

Roads, buildings, bridges, pavements, cycleways and other constructions.

### IPART

Independent Pricing and Regulatory Tribunal of NSW. The tribunal sets the local government rate peg and assesses applications for special rate variations and council contributions plans.

### Issue

A key area of concern or priority identified by the community and Council that needs to be addressed

### Leachate

Water carrying impurities that have percolated through the earth, primarily at rubbish tips.

### Local Environmental Plan (LEP)

An environmental planning instrument that contains legally binding provisions relating to development.

### Long Term Objective

Describes the desired future state or outcome for each issue. 'Long term' implies that it is beyond this Council's term and in some instances beyond a second term as well. It recognises that it may take some time to achieve the objective.

### LTFM

Long Term Financial Model. It sets out Council's 10-20 year financial plan.

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

Comprising the Councils of Hornsby, Hunter's Hill, Ku-ring-gai, Lane Cove, North Sydney, Ryde and Willoughby.

### Operational Plan

An annual plan that provides details of projects and activities contained in the Delivery Program.

### Performance indicator (PI)

A measure that assists in the assessment of overall performance towards the community's term achievements and long term objectives and also tell us whether we are heading in the right direction.

### Principal Activity

A key area in which Council sets objectives and PIs in order to measure performance.

### Quadruple Bottom Line (QBL)

The framework for measuring and reporting on the achievement of long term objectives in the Community Strategic Plan against governance, economic, social and environmental parameters.

### Quarterly Review

Review of progress in meeting management plan objectives and budget forecasts.

### Resourcing Strategy

Identifies who is responsible for the issues determined in the Community Strategic Plan. Some will be the responsibility of Council, some will be other levels of government and some will

be community groups or individuals.

The Resourcing Strategy consists of three components:

- Long Term Financial Plan
- Workforce Management Plan
- Asset Management Plan.

### Riparian

Situated on the bank of a creek or body of water.

### Risk Management

Good management which operates to minimise the incidence of injury, damage, or loss to persons or property and to the good reputation of Council.

### Stakeholder

Any individual or group having a particular interest in a project or action.

### State of Environment Report

Mechanism for providing details on the current status of the main environmental issues utilising the pressure, state, response model.

### Sustainable Development

Development designed to meet the present needs whilst also taking into account future costs. These include environmental costs and the depletion of natural resources.

### Target

A numerical goal against which performance is measured

### Term achievement

The four year result that Council nominates as the achievement to be reached within its term. It also describes how far Council will progress each long term objective during its four year term.

### Theme

A topic heading that groups issues, long term objectives and term achievements together. The six themes in the Community Strategic Plan are:

- Community, people and culture
- Natural Environment
- Places, spaces and infrastructure
- Access, traffic and transport
- Local economy and employment
- Leadership and governance

Together the six themes, containing issues, objectives and term achievements, represent a comprehensive view of Ku-ring-gai's future directions.

### Values

Underlying attitudes that influence decisions and actions to maximise an organisation's performance.

### Vision

Statement of direction that articulates the aspirations of the community and serves as a guide to all those who contribute to it.





ABS	Australian Bureau Statistics
AHO	Aboriginal Heritage Office
AHURI	Australian Housing and Urban Research Institute
AMP	Asset Management Plan
ATSI	Aboriginal and Torres Strait Islander
BASIX	Basic Sustainability Index
BCA	Building Code of Australia
BEC	Bushland Education Centre
BFRMP	Bush Fire Risk Management Plan
BMP	Bushfire Mitigation Plan
CALD	Culturally and Linguistically Diverse
CAP	Catchment Action Plan
CBD	Central Business District
CMA	Catchment Management Authority
CMP	Conservation Management Plan
CPI	Consumer Price Index
CPTED	Crime Prevention through Environmental Design
CRS	Customer Request System
CSP	Community Strategic Plan
DADHC	NSW Department of Ageing, Disability and Home Care
DCCEE	Department of Climate Change and Energy Efficiency
DCP	Development Control Plan
DDA	Disability Discrimination Act
DECC	Department of Environment and Conservation NSW
DLG	Division of Local Government
DOCS	Department of Community Services NSW

DoHA	Department of Health and Ageing NSW
DP&I	Department of Planning and Infrastructure
DP & OP	Delivery Plan and Operational Program
DPC	Department of Premier and Cabinet NSW
EEC	Endangered Ecological Community
EEO	Equal Employment Opportunity
EP&A Act	Environmental Planning and Assessment Act 1979
EPA	Environment Protection Authority
EPBC	Environmental Protection of Biodiversity Conservation Act 1999
FaCS	Department of Family and Community Services NSW
FPA	Fire Protection Authority
FRNSW	Fire and Rescue NSW
GIPA	Government Information (Public Access) Act 2009
GIS	Geographical Information System
GM	General Manger
GRI	Global Reporting Initiative
HACC	Home and Community Care
HCA	Heritage Conservation Area
HNCMA	Hawkesbury-Nepean Catchment Management Authority
HRIS	Human Resources Information System
ICAC	Independent Commission Against Corruption
IPART	Independent Pricing and Regulatory Authority
KC	Ku-ring-gai Council
LEC	Land and Environment Court
LEP	Local Environmental Plan
LG	Local Government

LIRS	Local Infrastructure Renewal Scheme
LTFP	Long Term Financial Plan
MSTYP	Marion Street Theatre for Young People
NAIDOC	National Aborigines and Islanders Day Observance Committee
NCC	Nature Conservation Council
NCCARF	National Climate Change Adaptation Research Facility
NEIR	National Economic Indicators Series to Local Government in Australia
NPWS	NSW National Parks and Wildlife Service
NSASP	Northern Sydney Aboriginal Social Plan
NSROC	Northern Sydney Regional Organisation of Councils
NSVN	Northern Sydney Volunteer Network
NSW	New South Wales
NSWCCYP	New South Wales Commission for Children and Young People
NSWDEC	New South Wales Department of Education and Communities
NSWOCSR	New South Wales Office of Communities, Sport and Recreation
NSWYAC	New South Wales Youth Advisory Council
NTRA	North Turrumurra Recreation Area
OEH	Office of Environment and Heritage
PAMP	Pedestrian Access and Mobility Plan
RFS	Rural Fire Service
RLCIP-SP	Regional and Local Community Infrastructure Program – Strategic Projects
RMS	Roads and Maritime Services

SAMS	Strategic Asset Management Strategy
SEPP	State Environmental Planning Policy
SES	State Emergency Service
STA	Sydney Transport Authority
TfNSW	Traffic for New South Wales
TMP	Traffic Management Plan
TPO	Tree Preservation Order
TRIM	Total Records and Information Management
VMP	Vegetation Management Plan
WFP	Work Force Plan
WHS	Work Health and Safety
WSUD	Water Sensitive Urban Design
YAPA	Youth Action and Police Association



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