



# Ku-ring-gai Council Community Strategic Plan 2030

Ku-ring-gai to Global: Sustainability for a better tomorrow



# Ku-ring-gai at a glance



	Ku-ring-gai LGA	Sydney Statistical Division
<b>Locality</b>		
Area	84km <sup>2</sup>	-
Distance from Sydney CBD	16km	-

<b>Demographic</b>		
Estimated residential population	105,875	4,102,049
Projected population in 2026 <sup>1</sup>	126,181	5,395,000
Proportion of families with children	58%	49%
Aboriginal persons	112	43,722
Persons born overseas	32,406	1,303,975
Australian citizens	87,054	3,389,649

<b>Environment</b>		
Area of bushland reserves (hectares)	1,100	33,348
Area of riparian corridors (hectares)	982	-
Flora species <sup>2</sup>	843	3320
Fauna species <sup>2</sup>	537	626
Endangered plant communities <sup>3</sup>	5	-
Greenhouse pollution Tonnes per person/year <sup>4</sup>	25.32	18.9
Water use Mega litres per person/year <sup>4</sup>	1	0.7
Eco-footprint/ resource use Hectares per person/year <sup>4</sup>	7.64	6.4

<b>Economy</b>		
Residents living and working in Ku-ring-gai	12,189	-
Total in labour force	47,870	1,903,527
Households in the highest weekly income bracket (>\$1,700)	50.7%	25%
Total businesses <sup>5</sup>	12,555	441,090

<b>Society</b>		
Proportion of population in volunteer work	27.1%	14.8%
Residents with a Bachelor or higher degree	39.1%	20%
Separate houses as a proportion of dwellings	79.8%	57.1%
Public and private schools	42	-
Index of disadvantage (SEIFA) <sup>6</sup>	1143.3	-

This data has been collated from a number of Council's resources including 2006 ABS data (profile id 2008) and Ku-ring-gai's Biodiversity Strategy (2006).

<sup>1</sup> Estimated population for Ku-ring-gai based on the Sydney Metropolitan Strategy: Department of Planning, 2005. *City of Cities A Plan for Sydney's Future*, New South Wales Government. For Sydney: Department of Planning (2008) *New South Wales State and Regional Population Projections, 2006-2036: 2008 release*. Sydney. Department of Planning.

<sup>2</sup> Statistics for the Sydney region are based on Sydney Metropolitan Catchment Management Authority data supplied by NSW National Parks and Wildlife Services Atlas of NSW Wildlife, 2009.

<sup>3</sup> Endangered plant communities include Blue Gum High Forest, Sydney Turpentine-Ironbark Forest, Duffys Forest, Estuarine saltmarsh and estuarine fringe forest – Swamp Oak floodplain forest.

<sup>4</sup> Data supplied by the Australian Conservation Foundation Consumption Atlas, 2007. Data for the Sydney region is based on NSW averages.

<sup>5</sup> Data supplied by ABS, 2008.

<sup>6</sup> The SEIFA index of disadvantage (ABS, 2006) measures the relative socio-economic disadvantage of the Sydney Metropolitan area. Ku-ring-gai is measured as the least disadvantaged area for the Sydney region.

## Foreword

This Community Strategic Plan is the first of its type prepared by Ku-ring-gai Council. It has been developed in partnership with our community drawing on the contributions of residents aged 9 to 99 as well as business, community groups, government departments and other councils in Sydney's north.

It is imperative that Ku-ring-gai Council and its community contribute to a global effort to become more sustainable. This term is defined as the ability to maintain a good quality of life for future generations, which relies upon a fair, just and dynamic community, a healthy and diverse environment and an active and stable economy.

This plan aims to make Ku-ring-gai a more sustainable place. It addresses matters that Council has direct control over, those we can influence, and those where we can work with and encourage others. It represents simply what local government should do – care for public spaces, help manage private land, empower communities and provide first-rate community facilities and services.

The plan's vision is for Ku-ring-gai to be a creative, healthy and liveable place where people respect each other and conserve the magnificent environment for the benefit of future generations. How and when we achieve this are of utmost importance. For this reason, the plan links each long-term objective to our annual Management Plan, which sets targets and details our activities, initiatives and services over the coming 12 months. Coupled with this is Council's annual report that measures the organisations actual performance each year.

As an organisation we are already on the path to sustainability. Some of our key initiatives include a detailed 20-year financial strategy to properly manage our finances. Our environmental programs lead the way in water and waste recycling, while the management of our bushland reserves aims to balance the tensions between conservation, development impacts and community use. We have one of the State's largest community volunteer programs and offer a diversity of events and opportunities for our residents to become involved in their neighbourhoods.

Engaging and informing our organisation and community continues to be a focus as we strive to become a more transparent and accountable organisation.

We thank all who took part in the development of this vision and plan. We trust it will lead to our local government area as being truly sustainable now, and in the future.



John McKee  
General Manager



Cr Ian Cross  
Mayor

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## Directions

The journey toward a more sustainable society must involve the community, decision makers, and those who support and implement programs and changes that affect the way we live, play and work. Creating a road map is one of the most important first steps. This plan details the aspirations of the community, elected representatives and staff within strategies which are guided by government policy and legislation.

The Community Strategic Plan 2030 seeks to capture many views of those living and working within Ku-ring-gai and align them with Council's Management Plan and other planning frameworks (Figure 1). The purpose is to assure that the day-to-day activities are in line with and directed towards longer term goals. This approach is supported by the Department of Local Government, and is one that incorporates sound asset, financial, social, cultural, environmental and workforce management.

This Strategic Plan is based around the following principle activity areas that align with Council's Management Plan:

- community development
- urban environment
- natural environment
- planning and development
- civic leadership and corporate services
- financial sustainability.

Other guiding documents used in the development of the Strategic Plan include the Global Reporting Initiative (GRI); the Regional Sustainability Plan 2009-2014 of the Northern Sydney Regional Organisation of Councils (NSROC); and the Business Excellence Framework, which provides guidelines and a checklist against which progress can be measured.

As a final note, we should remember that this is simply a plan. Its value is how it is implemented and reviewed to remain relevant. If it meets these requirements, the Strategic Plan will serve to guide us towards a more sustainable future.



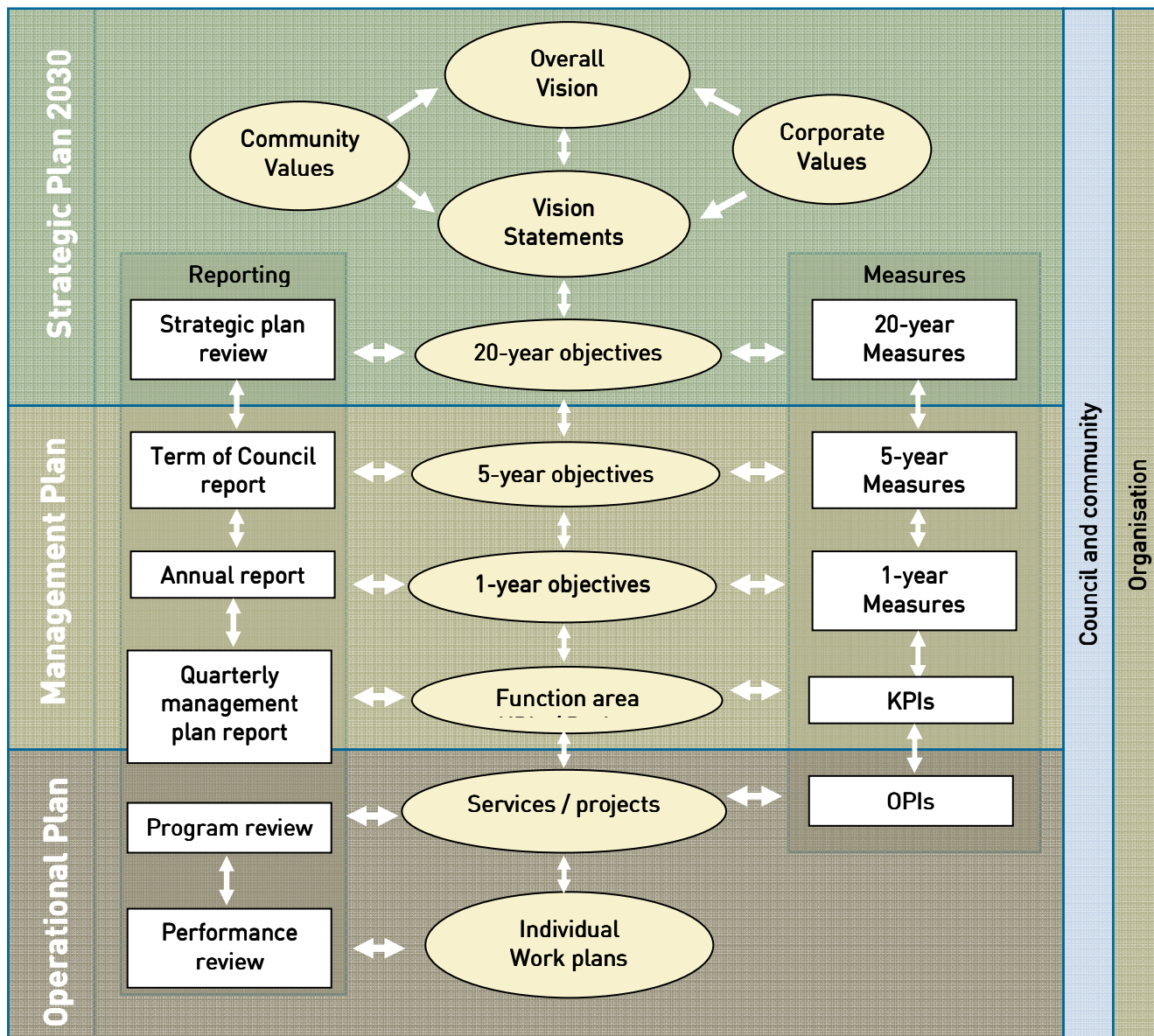
 <p><b>Global Reporting Initiative</b></p> <p>The Global Reporting Initiative (GRI) is a sustainability reporting framework which allows organisations to measure and report their economic, environmental and social performance (GRI, 2000-2006). The foundations of the framework are a set of guidelines, principles and indicators which assist organisations in being accountable for their actions.</p> <p>Transparency about economic, environmental, social and governance issues are fundamental to local government. Working towards sustainable development has required Ku-ring-gai Council to implement new ways of thinking that involve their policies, operations, functions and services.</p>	 <p><b>NSROC Regional Sustainability Plan</b></p> <p>The Regional Sustainability Plan 2009-2014 is a first for the Northern Sydney Regional Organisation of Councils (NSROC). It was produced to address growing concerns about the impacts from continued growth and development on the environmental assets and community livelihoods in the region. It draws on current and future projects of member Councils (Hunters Hill, Hornsby, Ku-ring-gai, Lane Cove, North Sydney, Ryde and Willoughby) and focuses on the top 10 issues for the region.</p> <p>As well as contributing to the Plan, Ku-ring-gai used the key issues to guide its actions following on from the community consultation.</p>	<p><b>Business Excellence Framework</b></p> <p>The Australian Business Excellence Framework is a corporate management model through which organisations can become more sustainable. It aims to drive innovation and improve performance in leadership and management. The framework is recognised internationally as best practice for empowering staff, improving value to customers and improving overall performance.</p> <p>A set of principles are used to assess performance. These include:</p> <ul style="list-style-type: none"> <li>• leadership</li> <li>• strategy and planning</li> <li>• data, information and knowledge</li> <li>• people</li> <li>• customer and market focus</li> <li>• innovation, quality and improvement</li> <li>• success and sustainability.</li> </ul>
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Figure 1. Integrated planning framework



## Consultation

This plan is the culmination of a wide-ranging consultation with the community, Council staff, government and other parties. The consultation explored matters of social, environmental and economic importance, and corporate responsibilities associated with sustainability. The processes of consultation included staff surveys, internal reviews, community interviews, focus groups, forums and workshops, and organisational and community reference groups (Figure 2).

### Intergenerational approach to planning

In 2007 Council embarked on an intergenerational consultative process involving Ku-ring-gai's community as a method of creating strategic directions for our future. The consultation was undertaken in two stages: 'vision planning' and 'action planning'. This approach assisted in capturing residents' aspirations and concerns for the future while also identifying how to achieve goals from a social, environmental and economic perspective.

As a new public planning model, this method of consultation achieves more equitable community representation when making planning decisions for future generations. It helps when engaging with citizens of all age groups — from children to the elderly. And it provides a multi-dimensional understanding of sustainability priorities by recognising that at different stages of an individual's life, their ideas, interests and relationships may change.

Figure 2. Processes of community and corporate consultation

Ku-ring-gai to Global 2008-2030		
Internal staff	Community	Elected officials
<ul style="list-style-type: none"><li>• Staff surveys included<ul style="list-style-type: none"><li>- Climate</li><li>- Health</li><li>- Corporate sustainability</li></ul></li><li>• Sustainability Reporting Team<sup>1</sup></li><li>• Internal review</li><li>• General Manager and Directors</li><li>• Senior Managers group</li></ul>	<ul style="list-style-type: none"><li>• Vision planning<ul style="list-style-type: none"><li>- 72 resident interviews</li><li>- 51 residents in seven focus groups</li><li>- 104 residents in two intergenerational forums</li></ul></li><li>• Nine local schools</li><li>• Written and online submissions</li><li>• Public exhibition period</li><li>• 15-member Sustainability Reference Group<sup>2</sup></li><li>• Primary school artwork</li><li>• 171 residents involved in eight action planning workshops</li></ul>	<ul style="list-style-type: none"><li>• Council reports and resolutions</li><li>• Briefings and workshops</li><li>• Individual surveys and interviews</li><li>• Sustainability Reference Group<sup>2</sup></li></ul>

<sup>1</sup> This is a cross organisation team formed under the direction of the General Manager to discuss and progress sustainability across the work place.

<sup>2</sup> This was a community expert group of 15 members formed to provide recommendations to Council.



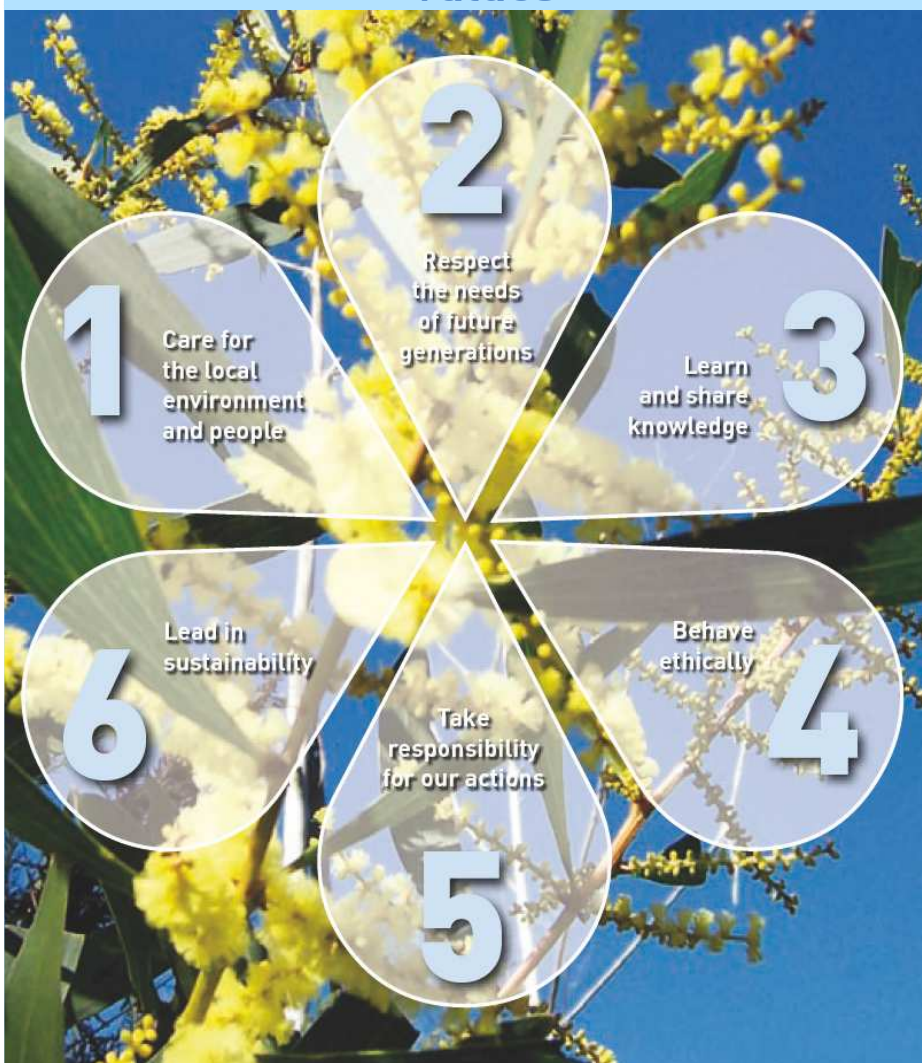
## Guiding vision, values and principles

The vision, values and principles set out below were formulated from the 'vision planning' stage of the consultation. Council's practices, as guided by the Management Plan, must adhere to these sustainability values and principles. The Management Plan is segregated into six key areas ('function areas'). These same functions have been used to guide the visions, objectives and measures that form the Strategic Plan.

### Vision for 2030...

*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



### Principles

- 1 Support cohesive, inclusive, diverse and dynamic communities
- 2 Protect the natural, social, cultural and built heritage
- 3 Decrease the consumption of resources
- 4 Maintain a strong and stable local economy
- 5 Balance health, work and personal commitments

Ku-ring-gai Council has additional principles which reflect its role as the Local Government Authority, these are as follows:

- 1 Lead through example
- 2 Encourage active citizenship and work in partnership with citizens
- 3 Deliver sustainable services that meet current and future needs
- 4 Practice open and ethical decision making
- 5 Responsibly manage Council's people, assets and finances



## The role of Council

Through the community consultation process a number of issues and challenges were identified that would affect the sustainable future of Ku-ring-gai. This process determined that Council would have to assess what role it would play in addressing the issues that were raised.

This plan sets out objectives that are achievable by Council as well as those that require the contribution of other sectors including businesses, community groups, other organisations and government divisions.

Issues that require assistance in order to be addressed have been outlined separately along with the potential contributors. Council's responsibility for these issues are described as follows:

Influence/ facilitator Supporter	Council can help others in setting and delivering programs and services the strategic objective is external to local government responsibility and where Council can take an advocacy role speaking on behalf of the community
Service Provider Partner	Council provides the primary services and facilities for the communities use the strategic objectives are achieved through affiliations and shared funds from two or more organisations

Theme	Issues	Council Responsibility	Other contributors
Community Development	Poor access for those less mobile in the public domain, shopping centres and public transport facilities	Facilitate/ influence Supporter Partner	Local business/ shopping centres; Roads and Traffic Authority; State Rail; Bus companies/ local transport providers; Aged care and disability service providers
	Lack of educational opportunities	Supporter	Department of Education; local schools; State and Federal Governments; community groups, Universities; private colleges; other research bodies
	Unsafe social areas and opportunities for youth	Facilitate/ influence Partner	Police; community groups; Local businesses and shopping precincts; Developers/ builders
	Limited local networking opportunities for educational and socialising	Supporter Partner Service provider	Department of Education; Local schools; Parenting groups; Local businesses/ shopping precincts; local sports groups; Community and cultural groups; Police; National Parks and Wildlife Services; World Wildlife Fund - Earth Hour; Research bodies
	Crime and violence	Supporter	Police; community groups; Safety House Program; Neighbourhood Watch Program; Local businesses
Urban Environment	Suitable facilities, community services and infrastructure to cater for the increasing population	Service provider Facilitate/ influence Supporter	State Government Department of Planning; Department of Education; Local schools; Local businesses and shopping precincts; Chambers of Commerce; Energy companies; Developers/ builders; Historical Society and other heritage organisations
	Reliable integrated public transport networks	Partner Supporter Facilitate/ influence	State Transit Authority; Private bus companies; Local transport providers; State Rail; Research bodies; Roads and Traffic Authority
	Safe roads	Supporter Partner	Department of Education; Local schools; Roads and Traffic Authority; Department of Planning; Federal Government
	Traffic congestion	Partner	Local businesses/ shopping precincts; Chambers of Commerce; State Rail; Bus companies/ local transport providers; Department of Planning; Roads and Traffic Authority; Community groups
	Alternative transport opportunities to reduce environmental impacts	Partner Supporter Facilitate/ influence	Roads and Traffic Authority; Austroads; Other Councils; Department of Planning; Bicycle NSW; Community cycle groups; Department of Education/ local schools.

Theme	Issues	Council Responsibility	Other contributors
Natural Environment	Impacts of climate change and consumption of natural resources.	Facilitate/ influence Supporter Partner	NSW Fire Brigades; NSW Rural Fire Service; Department of Education/ local schools; Manufacturers; RTA; Energy companies/ suppliers; Research bodies
	Natural area conservation	Facilitate/ influence Partner	Department of Education; local schools; National Parks and Wildlife Services; Department of Environment and Climate Change; Federal Government; Other Councils; NSROC; Sydney Water; Energy companies; local action groups; community groups; Other research bodies
	Environmental education	Partner Supporter	Roads and Traffic Authority; Department of Education; National Parks and Wildlife Services; Department of Environment and Climate Change; Catchment Management Authority; Local businesses/ shopping precincts; Sydney Water; State Rail; Developer/ builders; Police; Environmental groups
	Financial incentives, rebates, rewards and subsidies for investments in sustainable technology	Supporter	National Parks and Wildlife Services; State Government; Department of Planning; Federal Government; Car Manufacturers; Sydney Water; Energy companies; Developers and builders
	Sustainable and conservative use of water resources.	Facilitate/ influence Partner Supporter	Department of Planning; Sydney Water; Energy companies; Department of Environment and Climate Change; other environmental research bodies
Planning	Sustainability design standards and innovative practices in new developments	Facilitate/ influence Supporter Partner	Department of Education; Local schools; National Parks and Wildlife Services; State Government; Federal Government; Sydney Water; Energy companies; Developers/ builders; Other research bodies
Civic and Corporate	Business, research and tourism opportunities	Supporter Facilitate/ influence Partner	Tourism; Historical Society; Aboriginal Heritage Office; National Parks and Wildlife Services; Department of Environment and Climate Change; Community groups; Local businesses and shopping precincts; Chambers of Commerce; Sydney Water; Energy companies; Consultants and other research bodies, Department of planning and other Government Agencies; Local businesses/ shopping precincts; Chambers of Commerce; Media; Other Councils
	Local job opportunities and incentives	Supporter Partner	Local businesses/ shopping precincts; Chambers of Commerce; Local schools; Department of Education; Research bodies

# Key Themes

This strategic Plan is divided in to six themes. Aims, targets and objectives of each are described and linked to the relevant vision.

- **Community development**
- **Urban environment**
- **Natural environment**
- **Planning and development**
- **Civic leadership and corporate services**
- **Financial sustainability**

## Community Development

### Aims

Council's community and cultural programs and services are accessible, affordable and meet current and emerging needs.

What we do	
<p><b>Service planning and development</b></p> <ul style="list-style-type: none"><li>• service planning and development</li></ul> <p><b>Aged care and disability planning and development</b></p> <ul style="list-style-type: none"><li>• aged services</li></ul> <p><b>Leisure, art and cultural development</b></p> <ul style="list-style-type: none"><li>• community programs</li><li>• Ku-ring-gai Art Centre</li></ul> <p><b>Volunteer planning and development</b></p> <ul style="list-style-type: none"><li>• community volunteer programs</li></ul> <p><b>Library services</b></p> <ul style="list-style-type: none"><li>• library services</li></ul> <p><b>Children's planning and development</b></p> <ul style="list-style-type: none"><li>• Thomas Carlyle Children's Centre</li><li>• family day care</li><li>• children services development</li><li>• immunisation</li></ul>	<p><b>Community functions</b></p> <ul style="list-style-type: none"><li>• community functions</li></ul> <p><b>Youth planning and development</b></p> <ul style="list-style-type: none"><li>• youth services</li></ul> <p><b>Environmental education</b></p> <ul style="list-style-type: none"><li>• Ku-ring-gai Wildflower Garden</li></ul> <p><b>Sport and recreational planning</b></p> <ul style="list-style-type: none"><li>• community facilities unit</li><li>• community halls</li><li>• meeting rooms</li><li>• Gordon Golf Course (revenue)</li><li>• parks (revenue)</li><li>• North Turramurra Golf Course (revenue)</li><li>• tennis courts revenue)</li><li>• general sports grounds (revenue)</li><li>• St Ives Showground (revenue)</li></ul>



Function	Vision	20 year Objective	20 year target	5 year objective (2015)	1 year objective (2011)
<b>Community services</b>	Ku-ring-gai is a place that prioritises knowledge, learning and information for the community	Libraries and information centres provide the community with modern and diverse educational facilities	30% of the community actively using Council library facilities	Libraries and information centres that meet and adapt to changing needs of the community	<ul style="list-style-type: none"> <li>• Provide a range of library services in response to community needs</li> <li>• Provide a range of community services that are affordable and accessible</li> <li>• Provide and promote Navigators to customers with vision impairments</li> </ul>
		Community services satisfy emerging community needs	90% of community satisfied with community services and opportunities	Community services developed in response to emerging local needs	<ul style="list-style-type: none"> <li>• Provide a range of community services that are affordable and accessible</li> </ul>
	Ku-ring-gai is a place supporting and promoting local stewardship and community participation	Increased profile of volunteer work within the community	20% of the community participating in volunteer programs	Increased volunteer participation, and recognition of volunteer contributions to the community	<ul style="list-style-type: none"> <li>• Resource and support programs to enhance volunteer involvement</li> </ul>
	Ku-ring-gai is a place that is vibrant and celebrates its rich cultural and environmental heritage	Ku-ring-gai promotes its natural and cultural tourism opportunities	2000 people participating in tourism programs	Ku-ring-gai has a recognised cultural, ecological, heritage and tourism program	<ul style="list-style-type: none"> <li>• Develop a tourism strategy to promote Ku-ring-gai's culture, environment and heritage</li> </ul>
<b>Community programs</b>	Ku-ring-gai is a place engaged in partnerships with the community and external stakeholders	Council promotes community and local business cohesion through opportunities at council events	20% increase in participation in council community programs	Increased integration of council and the community through council events	<ul style="list-style-type: none"> <li>• Increased attendance at council events</li> <li>• Foster partnership and sponsorship opportunities for services, programs and events.</li> </ul>
<b>Sport and recreational planning</b>	Ku-ring-gai is a place striving for healthier lifestyle practices	Increased participation in social, sporting and recreational activities	15% of community using council recreational programs and facilities	Increased participation in social, cultural, sporting and recreational activities	<ul style="list-style-type: none"> <li>• Develop and provide opportunities for the community to engage in the public life of Ku-ring-gai</li> </ul>
			85% usage of council recreational facilities and open space areas	Parks, recreational facilities and other public spaces are a focal point for the community	<ul style="list-style-type: none"> <li>• Organise activities, programs and events to increase use of public spaces and community facilities</li> </ul>
			90% satisfaction of council recreational facilities and open space areas	Council's community, cultural and sporting facilities and management systems meet the needs and expectations of the community	<ul style="list-style-type: none"> <li>• Implement facility management plans and programs to increase accessibility and utilisation</li> <li>• Promote Ku-ring-gai as a destination for cultural, environmental, recreational and heritage tourism</li> </ul>

## Urban Environment

### Aim

Our assets are managed effectively to meet community needs and standards within our available resources.

What we do	
<b>Engineering services asset maintenance and management</b> <ul style="list-style-type: none"><li>• building maintenance</li><li>• building trade maintenance</li><li>• building contractor management</li><li>• road maintenance</li><li>• access crossings</li><li>• footpath maintenance</li><li>• kerb and gutter maintenance</li><li>• patching</li><li>• restorations</li><li>• road maintenance-road shoulders</li></ul> <b>Infrastructure design and construction</b> <ul style="list-style-type: none"><li>• infrastructure restoration</li><li>• engineering capital works projects</li><li>• open space capital works projects</li><li>• public lighting</li></ul> <b>Fleet maintenance and management</b> <ul style="list-style-type: none"><li>• management support - fleet</li><li>• passenger fleet</li><li>• plant maintenance</li><li>• fleet maintenance and repair</li><li>• small plant and equipment</li></ul> <b>Traffic and transport</b> <ul style="list-style-type: none"><li>• investigation and design</li><li>• road safety</li><li>• traffic management</li><li>• road safety programs</li></ul> <b>Emergency management</b> <ul style="list-style-type: none"><li>• local emergency management</li><li>• rural fire brigade services</li><li>• state emergency services</li></ul> <b>Security</b> <ul style="list-style-type: none"><li>• security services</li></ul>	<b>Cleaning</b> <ul style="list-style-type: none"><li>• cleaning services</li></ul> <b>Waste management</b> <ul style="list-style-type: none"><li>• street sweeping</li><li>• routine pit clearance</li><li>• litter control and clearing</li><li>• unformed shoulder clearing</li><li>• domestic waste</li><li>• green waste service</li><li>• recycling service</li><li>• trade waste</li><li>• drainage maintenance</li></ul> <b>Open space services</b> <ul style="list-style-type: none"><li>• management support open space services</li><li>• asset management</li></ul> <b>Park maintenance</b> <ul style="list-style-type: none"><li>• park maintenance</li><li>• playground maintenance</li></ul> <b>Sportsfield maintenance</b> <ul style="list-style-type: none"><li>• sportsfield maintenance</li></ul> <b>Tree maintenance</b> <ul style="list-style-type: none"><li>• tree maintenance</li><li>• tree preservation order process</li></ul> <b>Strategic asset management and services</b> <ul style="list-style-type: none"><li>• strategic asset management</li></ul> <b>Open space planning</b> <ul style="list-style-type: none"><li>• open space planning</li></ul>

Function	Vision	20 year Objective	20 year target	5 year objective (2015)	1 year objective (2011)
<b>Infrastructure Projects</b>	Ku-ring-gai is a place with infrastructure and facilities that accommodate the needs of the community	An adopted program for the implementation of new facilities and identified funding sources	30% use of recycled products and recycling of waste products compared with 2007 levels	Increase in the use of recycling products and recycling of waste products in all Council-managed infrastructure developments compared with 2007 levels	<ul style="list-style-type: none"> <li>• Increase the use of recycling materials and recycling of waste products in Council's road construction works</li> </ul>
			75% of community satisfied with council's infrastructure and facilities	An established program that provides funding to maintain Council's assets at a sustainable standard	<ul style="list-style-type: none"> <li>• Adopt an asset management plan for all of Council's assets and an agreed funding profile in accordance with the Long Term Financial Plan</li> </ul>
				Developed asset management strategy that integrates into Council's Long Term Financial Model and capital works program	<ul style="list-style-type: none"> <li>• Develop a 5-year program that incorporates the requirements of the condition audit and brings Council's buildings up to a satisfactory standard</li> </ul>
				A new depot completed which bases all Council's operations area	<ul style="list-style-type: none"> <li>• Commence construction of the new depot following approval of tenders by Council</li> </ul>
				A program and funding strategy adopted to implement new community facilities	<ul style="list-style-type: none"> <li>• Develop a plan for the replacement or upgrading of Council's buildings or facilities</li> </ul>
<b>Operations Maintenance</b>	Ku-ring-gai is a place addressing and responding to climate change	Reduced energy output by using alternate sources of energy)	30% reduction in energy consumption (kwh) for street lighting from 2008 levels	Reduce energy consumption for street lighting	<ul style="list-style-type: none"> <li>• Examine options with Energy Australia for reducing energy consumption for street lighting</li> </ul>
			25% reduction in energy consumption from council buildings from 1996 levels	Alternative energy sources used to supplement conventional energy use	<ul style="list-style-type: none"> <li>• Research alternative energy sources for Council</li> </ul>
				Council recognised as a leader in resource use efficiency	<ul style="list-style-type: none"> <li>• Take a leadership role in implementing sustainable design and systems through demonstration projects</li> </ul>
		Reduced carbon emissions (CO <sub>2</sub> ) by using alternative fuel sources**)	40% reduction of fuel consumption from 2007 levels	A more sustainable fleet that reduces the impact on climate change and reduces consumption of fuel	<ul style="list-style-type: none"> <li>• Reduce consumption of fuel</li> </ul>
	Ku-ring-gai is a place that provides access to emergency services and resources	Emergency services are able to respond efficiently to community emergency needs	100% of emergency situations are responded to	Established service level agreements with emergency service organisations	<ul style="list-style-type: none"> <li>• Establish a memorandum of understanding with adjoining councils and emergency service organisations</li> </ul>



Function	Vision	20 year Objective	20 year target	5 year objective (2015)	1 year objective (2011)
<b>Open space services</b>	Ku-ring-gai is a place where our open spaces are enhanced	Council's open space assets are maintained at a sustainable standard	90% of the community satisfied with community open space assets provided	Established service level agreements for all asset maintenance areas	<ul style="list-style-type: none"> <li>• Adopt service levels for maintenance of Council's assets and develop programs for all areas</li> <li>• Draft a security contract that provides upgraded security for all of Council's buildings and public areas</li> </ul>
<b>Waste</b>	Ku-ring-gai is a place progressively reducing its consumption of resources through increased use of recycling and reuse	Council recognised as a leader in resource use efficiency	30% decrease in the consumption of resource materials compared with 2007 levels	Disposal of general waste to new waste technology centres instead of landfill	<ul style="list-style-type: none"> <li>• Issue a new tender for disposal of general waste</li> </ul>
			30% reduction of waste to landfill from 2008 levels	Remediation of former landfill sites at St Ives and North Turramurra	<ul style="list-style-type: none"> <li>• Do not exceed 4% Reduce contamination by weight for domestic dry recyclables and green waste</li> </ul>
				Implementation of bin lid colour system in accordance with Australian Standards	<ul style="list-style-type: none"> <li>• Replace paper recycling bins with blue coloured lids</li> </ul>
				20% Increase in the corporate use of recycled products compared with 2007 levels	<ul style="list-style-type: none"> <li>• Increase corporate use of recycled products by 4%</li> </ul>
<b>Traffic</b>	Ku-ring-gai will have safe and accessible local roads	Improve the condition of local roads	No increase in recorded accidents on council managed roads	No increase in recorded accidents on Council managed roads	<ul style="list-style-type: none"> <li>• Undertake education campaign on road safety programs</li> </ul>
				A transport network that complies with accessibility standards	<ul style="list-style-type: none"> <li>• Implement accessibility improvements for public transport areas</li> </ul>
<b>Recreational planning</b>	Ku-ring-gai will provide open spaces and facilities that promote healthier lifestyle practices	Continue to provide quality open space, community and recreational facilities that meet the needs of our community	90% satisfaction with open space, community and recreational planning processes	Open space, community and recreational facilities that meet the needs of our changing population	<ul style="list-style-type: none"> <li>• Effectively plan for increased and more diverse usage of open space recreational areas</li> </ul>

Function	Vision	20 year Objective	20 year target	5 year objective (2015)	1 year objective (2011)
				Aquatic leisure needs of our changing population met	<ul style="list-style-type: none"> <li>• Progress the redevelopment of an aquatic facility at West Pymble Pool</li> </ul>
				Multi-use sport and recreation facility provided at North Turramurra Recreation Area as part of a staged development process	<ul style="list-style-type: none"> <li>• Progress the redevelopment of the North Turramurra Recreational Area</li> </ul>
				Part of St Ives Showground precinct developed for recreational use	<ul style="list-style-type: none"> <li>• Identify opportunities for recycling of waste and re-use of the sites for recreational services</li> </ul>
					<ul style="list-style-type: none"> <li>• Develop part of Council Nursery site for recreational use as part of St Ives Showground precinct</li> </ul>
				Provide a viable site for recreational purposes provided	<ul style="list-style-type: none"> <li>• Identify opportunities for recycling of waste and re-use of the sites for recreational services</li> </ul>

# Natural Environment

## Aim

Council and the community value, respect and actively participate in the care and management of our environment.

What we do	
<b>Bushland</b> <ul style="list-style-type: none"><li>• flora and fauna</li><li>• riparian</li><li>• fire</li><li>• bushland maintenance</li><li>• plant nursery</li></ul>	<b>Water</b> <ul style="list-style-type: none"><li>• water re-use</li><li>• water conservation</li><li>• water sensitive urban design</li></ul> <b>Energy</b> <ul style="list-style-type: none"><li>• energy consumption</li><li>• climate change</li></ul>



Function	Vision	20 year Objective	20 year target	5 year objective (2015)	1 year objective (2011)
<b>Environmental Education</b>	The Ku-ring-gai community has a strong understanding of environmental issues and impacts in the local area	Our environmental education programs meet natural area management plans, policies, strategies and objectives	40% of the community engaged in Council environmental education opportunities	Increased environmental awareness within Ku-ring-gai	<ul style="list-style-type: none"> <li>• Increase participation in environmental education programs</li> </ul>
<b>Bushland</b>	Ku-ring-gai is a place of extensive bushland with native flora and fauna which we highly value and protect	Protect, enhance and where appropriate increase local biodiversity and terrestrial, habitats and connectivity between reserves	10% improvement of bushland condition	Improved conservation and recovery of flora and fauna	<ul style="list-style-type: none"> <li>• Increase resilience of bushland areas under regeneration</li> <li>• Improve condition of tracks and trails</li> <li>• Improve condition of biodiversity within Ku-ring-gai</li> </ul>
				Increased corporate understanding and implementation of best practice ecological management	<ul style="list-style-type: none"> <li>• Maintain benchmark environmental management practices</li> </ul>
	Ku-ring-gai has adequate access to all bushland areas for fire protection operations	The management of bush fire risk for extreme to high prioritised areas addresses our need to protect life, property and the local ecology	75% of Ku-ring-gai bushland with adequate fire trail access	Management of bush fire risk for extreme to high prioritised areas addresses our need to protect life, property and the local ecology	<ul style="list-style-type: none"> <li>• Manage community concerns in relation to bushfires</li> <li>• Implement the Hornsby - Ku-ring-gai bush district fire management plan</li> <li>• Comprehensive review all Council policies and operations in relation to bushfires to determine possible areas for improvement</li> </ul>
<b>Water</b>	Ku-ring-gai cares for the condition of its natural waterways and riparian zones	Protect and enhance aquatic ecosystems	15% of Ku-ring-gai waterways demonstrate an improved riparian condition	<p>Improved condition of Ku-ring-gai waterways and riparian zones</p> <p>Increase community awareness of approaches to sustainable water management</p>	<ul style="list-style-type: none"> <li>• Implement water savings and water sensitive urban design projects to improve urban water ways</li> </ul>
				Improved the adoption of integrated water cycle management	<ul style="list-style-type: none"> <li>• Complete one sub-catchment integrated water cycle management plans</li> </ul>
			50% decrease in the use of potable water consumption of community and Council based on levels in year 2008	Decreased potable water consumption of community and Council	<ul style="list-style-type: none"> <li>• Reduce Council's potable water consumption</li> </ul>
			50% increase in the use of non-potable water at Council's major water using facilities based on 2008 figures	Increase the use of non-potable water in Council's major water using facilities	<ul style="list-style-type: none"> <li>• Identify Council sites to increase non-potable water consumption</li> </ul>

Function	Vision	20 year Objective	20 year target	5 year objective (2015)	1 year objective (2011)
<b>Climate change</b>	Ku-ring-gai is a place addressing and responding to climate change	That Council minimises its levels of CO <sub>2</sub> and showcases sustainable energy technology and to identify and continuously monitor the sources of CO <sub>2</sub> emissions and actions implemented to reduce green house gas emissions	40% reduction of Council's CO <sub>2</sub> emissions	Council and community better adapted to climate change	<ul style="list-style-type: none"> <li>Identify gaps in knowledge of climate change and impacts on Ku-ring-gai</li> </ul>
				Reduce Council's carbon footprint	<ul style="list-style-type: none"> <li>To develop and implement a carbon accounting method</li> </ul>
				Reduce the community's carbon footprint	<ul style="list-style-type: none"> <li>Build partnerships with other Councils and industry to address funding for energy and water alternatives</li> </ul>
				Procurement strategy that incorporates sustainability and climate change	<ul style="list-style-type: none"> <li>Review existing procurement strategy by comparison to other councils and organisations</li> </ul>

## Planning and Development

### Aim

Our urban area will become more liveable and sustainable as we respond to State Government and community demands for additional housing, greater housing choice and associated facilities.

What we do	
<b>Urban planning</b> <ul style="list-style-type: none"><li>• urban planning</li><li>• urban design</li></ul> <b>Development control</b> <ul style="list-style-type: none"><li>• management support - development and regulation</li><li>• administration</li></ul>	<b>Development assessment</b> <ul style="list-style-type: none"><li>• development assessment engineer</li><li>• landscape assessment</li></ul> <b>Regulation and compliance</b> <ul style="list-style-type: none"><li>• development compliance</li><li>• public health services</li><li>• animal control</li><li>• parking and traffic</li><li>• area rangers</li><li>• building unit</li></ul>



Function	Vision	20 year Objective	20 year target	5 year objective (2015)	1 year objective (2011)
Urban Design	Ku-ring-gai is a place with infrastructure and planning systems that accommodate the identity of the community	Council planning systems apply the principles of sustainability, best practice urban design and place making to meet the needs of the community	90% implementation of the Local Environment Plan and Development Control Plan	High quality urban design integrated through plans, guidelines and urban design service	<ul style="list-style-type: none"> <li>• Conduct training and education in urban design principles within Council and community (e.g. DA staff, councillors)</li> <li>• Put a strategy in place to provide ongoing urban design advice service for development including capital works, design excellence, development contributions agreements, public domain, quality assurance, design panel and pre DA advice</li> </ul>
				Comprehensive Integrated Principal LEP and Development Control Plan (DCP) completed for the local government area (LGA) that addresses the Metropolitan Strategy and North Subregion objectives	<ul style="list-style-type: none"> <li>• Progress completion of Principal LEP/DCP for rest of Ku-ring-gai</li> <li>• Complete DCP controls and integrate within the Comprehensive LEP</li> <li>• Develop an action plan for LGA-wide integrated transport and access including strategic bike plan and pedestrians</li> <li>• Commence planning for the strategic bus corridors and the upgrades to bus interchanges</li> <li>• Reclassify Draft LEP</li> </ul>
				Place management and place making strategies developed	<ul style="list-style-type: none"> <li>• Implement Parking Management Strategies for each centre in alignment with the Town Centres Program</li> <li>• Continue implementation of Public Domain Plan for town centres</li> <li>• Develop a proposal for place management strategies for the town centres</li> </ul>
				Leadership role taken implementing sustainable design and systems through demonstration projects	<ul style="list-style-type: none"> <li>• Implement the Town Centre LEP and DCP</li> <li>• Prepare and implement the Architectural style guide for development within the town centres areas</li> </ul>
				Preparation for electronic delivery of all planning documents –(e-plan) commenced	<ul style="list-style-type: none"> <li>• Review and report on 3D virtual modelling to support Urban Design Advisory Service and prepare plan for integration into the development assessment process</li> </ul>
				Long term planning and funding strategy established for the delivery of high quality infrastructure that meets the needs of the community	<ul style="list-style-type: none"> <li>• Implement consolidated development contributions system</li> </ul>

Function	Vision	20 year Objective	20 year target	5 year objective (2015)	1 year objective (2011)
<b>Regulation, compliance and development assessment</b>	Ku-ring-gai provides planning systems that accommodate the needs of the community	Continue to provide development assessment and regulatory services that are consistent with Council's statutory, policy and planning objectives	100% of development proposals approved by Council are compliant with statutory regulations, Council's policies and codes	Continued community confidence in our assessment, regulatory and environmental processes	<ul style="list-style-type: none"> <li>• Ensure development, land use and activities are consistent with statutory regulations and Council's policies and codes</li> </ul>
			80% of development works are compliant with Council's policies	Development assessment and regulatory service provided that is consistent with Council's statutory, policy and planning objectives	<ul style="list-style-type: none"> <li>• Maintain an efficient and effective development assessment certification and regulatory service</li> </ul>
				An automated development assessment (DA) certification and regulatory system is implemented	<ul style="list-style-type: none"> <li>• Require plans and documents to be lodged in electronic format</li> <li>• Introduce electronic infringement devices</li> </ul>
				Companion Animals Management Plan is implemented	<ul style="list-style-type: none"> <li>• Undertake annual review</li> </ul>

## Civic Leadership and Corporate Services

### Aim

Ku-ring-gai Council works to ensure that its affairs are conducted in an open and transparent manner.

What we do	
<b>Communication and marketing</b> <ul style="list-style-type: none"><li>• communication</li></ul> <b>Governance</b> <ul style="list-style-type: none"><li>• corporate governance</li><li>• print room</li><li>• councillor support</li><li>• executive support</li></ul> <b>Ombudsman service</b> <ul style="list-style-type: none"><li>• ombudsman service</li></ul> <b>Corporate planning and reporting</b> <ul style="list-style-type: none"><li>• corporate planning</li></ul> <b>Information management</b> <ul style="list-style-type: none"><li>• records management</li></ul>	<b>Information technology</b> <ul style="list-style-type: none"><li>• telecommunication</li><li>• land information</li><li>• land information (GIS)</li></ul> <b>Human Resources</b> <ul style="list-style-type: none"><li>• occupational health and safety</li><li>• integrated OH&amp;S management plan</li><li>• training, learning and careers</li><li>• workforce management</li><li>• HR systems and payroll</li></ul> <b>Customer service</b> <ul style="list-style-type: none"><li>• customer services</li></ul>

Function	Vision	20 year Objective	20 year target	5 year objective (2015)	1 year objective (2011)
<b>Governance</b>	Council is a transparent organisation that provides community leadership and opportunity in decision-making processes	Council continues to have policies that ensure customer satisfaction through the delivery of quality service in all internal and external transactions	100% of policies are in line with legislative requirements and service provision needs	Policies are regularly reviewed to ensure they are maintained and effectively communicated across the organisation and, where appropriate, across the community	<ul style="list-style-type: none"> <li>• Develop, update and implement all Council policies as per Department of Local Government's Promoting Better Practice Review Action Plan</li> <li>• Ensure that Council's website is updated with all relevant policies</li> </ul>
				Ongoing commitment throughout the whole of Council to our service standards to ensure customer satisfaction through the delivery of quality service in all internal and external transactions	<ul style="list-style-type: none"> <li>• Implement customer service standards effectively across Council</li> <li>• Continue to develop and implement Council's intranet</li> <li>• Continuously improve the services we provide to all our customers</li> </ul>
<b>Information Technology</b>	Ku-ring-gai is embracing innovation and technology, to assist in finding solutions to the issues which face us	Council provides modern integrated information systems that support council's services and needs	95% satisfaction with council's IT systems	Council has in place an integrated information system and trained staff to facilitate the provision of services to all our customers	<ul style="list-style-type: none"> <li>• Improve training, utilisation and understanding of Council's corporate system across the organisation</li> <li>• Implement new systems in accordance with Council's Information Technology Strategy</li> </ul>
				An expanded e-business capability to enable internal and external customers to conduct business with Council and access information electronically	<ul style="list-style-type: none"> <li>• Develop a plan to implement e-business solutions</li> <li>• Continue to provide an effective support service to the organisation</li> </ul>
<b>Human Resources</b>	Council is a safe supportive, equitable and appropriately equipped workplace	Ensure that council values it's staff, and its workforce culture is adaptable, harmonious, flexible and conducive to high levels of innovation, empowerment, motivation and productivity	95% staff satisfaction with their workplace and position	The range of human resource services is enhanced and remains current with organisational needs	<ul style="list-style-type: none"> <li>• Implement and enhance a workforce plan</li> <li>• Implement and update human resources systems in accordance with the Council's Information Technology Strategy</li> <li>• Implement occupational health and safety (OH&amp;S) strategic plan</li> </ul>
<b>Customer service</b>	Ku-ring-gai is a place that provides quality customer services to its community	Council's customer service provision is accessible to the diverse Ku-ring-gai community	90% satisfaction with council's customer services	Ongoing organisational commitment to our customer service standards to ensure customer satisfaction through the delivery of quality service	<ul style="list-style-type: none"> <li>• Monitor customer service standards throughout the organisation</li> <li>• Continue to develop and implement Council's intranet</li> <li>• Continuously improve the service we provide to all our customers</li> <li>• Undertake customer service survey on implementation of standards</li> </ul>

Function	Vision	20 year Objective	20 year target	5 year objective (2015)	1 year objective (2011)
<b>Communications</b>	Ku-ring-gai is a place engaged in partnerships with local, regional, national and global sectors	The community is well informed of council's practices, programs and events	85% satisfaction with council's communication processes	Improved communication and engagement with the staff and the community	<ul style="list-style-type: none"> <li>• Develop a communications plan to promote local businesses and encourage local shopping</li> <li>• Enhance functionality of Council's website and intranet</li> <li>• Re-evaluate the Communications Strategy in light of findings from reputation and communication surveys</li> </ul>
<b>Corporate planning</b>	Ku-ring-gai prioritises knowledge, learning and information that integrates sustainability into Council's strategic planning framework	Council continues to provide an integrated strategic planning framework that incorporates all of councils activities and services	100% of necessary legislative requirements are integrated into councils strategic planning framework	Council recognised as a leader in sustainability planning, action and reporting	<ul style="list-style-type: none"> <li>• Establish reporting frameworks against the Sustainability Action Plan</li> <li>• Implement behavioural sustainability initiatives within Council</li> <li>• Improve transparency in Council's reporting process</li> </ul>
				A community sustainability culture established that is engaging and innovative	<ul style="list-style-type: none"> <li>• Improve education strategies to promote sustainability in Ku-ring-gai</li> </ul>
<b>Business engagement</b>	Ku-ring-gai is a place with a strong and stable local economy			Business sustainability strategies developed and undertaken with participating NSROC councils	<ul style="list-style-type: none"> <li>• Improve the relationships between Council and the business community</li> </ul>
<b>Consultation</b>	Council is a transparent organisation that provides community leadership and opportunity in decision-making processes	Increased community engagement in decision making processes	20% of the community are engaged in decision making processes	A better informed community	<ul style="list-style-type: none"> <li>• Implement a consultation strategy</li> </ul>
				Increased communication and engagement with the staff and the community	<ul style="list-style-type: none"> <li>• Enhance the participatory process in internal and external decision making</li> </ul>



## Financial Sustainability

### Aim

Council's effectively manages our financial position to meet community expectations for service delivery.

### What we do

#### Revenue Accounting

- levy rates and charges
- recovery rates and debtors

#### Management Accounting

- budget development
- budget review
- long term financial planning

#### Financial Accounting

- statutory accounts
- accounts payable

#### Procurement and Risk Management

- procurement
- insurance and risk

Function	Vision	20 year Objective	20 year target	5 year objective (2015)	1 year objective (2011)
<b>Financial management</b>	Council is financially sustainable	Balancing the community needs with the long term financial sustainability of council	Maintain a minimum level of internal discretionary cash reserves (excluding liability cash reserves) of 10% of revenue, as a buffer	Long Term Financial Model provides funding options to address Council's infrastructure renewal gap and town centre facilities plans and to maintain and improve service delivery to the community	<ul style="list-style-type: none"> <li>• Review and update the Long Term Financial Model to incorporate information from the asset management plans</li> <li>• Consider funding sources to address the funding gap relating to the town centre facilities plans</li> </ul>
				Long Term Financial Model incorporates Council's strategic plans	<ul style="list-style-type: none"> <li>• Further refine funding, timing and prioritisation of major projects and incorporate these projects in the Long Term Financial Model</li> </ul>
			An operating surplus, before capital income items, to fund capital expenditure	Long Term Financial Plan (LTFP) provides for Council's working capital balance to increase to \$3.9M by 2012/13, as recommended by Council's external auditors	<ul style="list-style-type: none"> <li>• Continue to identify efficiencies and savings to increase working capital balance to \$3.9M by 2012/13</li> </ul>
			A minimum working capital of \$3.9M	Council's revenue base is broadened and increased to reduce our reliance on rates	<ul style="list-style-type: none"> <li>• Identify revenue opportunities and implement changes to Council's Revenue Policy where appropriate (e.g. rates restructure and implementation of pricing principles and basis of goods and services)</li> </ul>
				A review of Council's financial and business services implemented to identify areas for improvement	<ul style="list-style-type: none"> <li>• Develop a service review methodology and program</li> </ul>



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