

Our Ku-ring-gai: **Growing together**



Community Strategic Plan 2035

Draft April 2025



Need help?

This document contains important information. If you do not understand it, please call the Translating and Interpreting Service on 131 450 to request the service contact Ku-ring-gai Council on your behalf on T: 02 9424 0000 during business hours, Monday to Friday, 8.30 am - 5.00 pm.

Simplified Chinese

需要帮助吗？

本文件包含重要信息。如果您不理解本文件，请致电翻译口译服务 131 450。让其代表您致电 9424 0000 联系Ku-ring-gai议会。营业时间：周一至周五，上午8.30—下午5:00。

Traditional Chinese

需要幫助嗎？

本檔包含重要資訊。如果您不理解本檔，請致電翻譯口譯服務 131 450。讓其代表您致電 9424 0000 聯繫Ku-ring-gai議會。營業時間：週一至週五，上午8.30—下午5:00。

Korean

도움이 필요하십니까?

이 문서에는 중요한 정보가 담겨 있습니다. 여러분이 이해할 수 없다면, TIS (번역 및 통역 서비스)의 131 450번으로 전화하십시오. 9424 0000 번으로 여러분을 대신하여 전화해서 쿠링가이 카운슬을 연락해 달라고 요청하십시오. 영업 시간: 월요일-금요일, 오전 8시30분-오후 5시.

Persian

آیا به کمک نیاز دارید؟

این مدرک حاوی اطلاعات مهمی است. اگر آنها را نمی فهمید، خواهش می کنیم به خدمات ترجمه نوشتاری و گفتاری (Translating and Interpreting Service) به شماره ۱۳۱ ۴۵۰ تلفن کنید و از آن سرویس بخواهید از جانب شما با شهرداری کورینگای (Ku-ring-gai Council) در ساعات کاری، دوشنبه تا جمعه از ساعت ۸:۳۰ صبح تا ساعت ۵:۰۰ بعد از ظهر با شماره تلفن ۰۲ ۹۴۲۴ ۰۰۰۰ تماس بگیرید.

Japanese

ご質問がありますか？

当文書には重要な情報が記載されています。もし何か不明な点があれば、月曜から金曜の午前8:30から午後5:00までの受付時間内に、まず131 450の通訳翻訳サービスにお電話いただき、通訳を介してKu-ring-gai Councilのサービス担当（電話:02 9424 0000）までお問合せください

Hindi

सहायता चाहिए?

इस दस्तावेज़ में महत्वपूर्ण जानकारी है। यदि यह आपको समझ नहीं आती, तो कृपया अनुवाद और दुभाषिया सेवा को 131 450 पर कॉल करें, और इस सेवा को आपकी ओर से फ़ोन: 02 9424 0000 पर व्यावसायिक घंटों के दौरान, सोमवार से शुक्रवार, सुबह 8.30 से शाम 5.00 बजे तक कू-रिंग-गई काउन्सिल से संपर्क करने के लिए अनुरोध करें।

These languages were chosen as they are the most widely spoken by Ku-ring-gai residents indicated by ABS Census data.

Need assistance with hearing or speaking?

Contact Ku-ring-gai Council using the 24-hour **National Relay Service:**

TTY users: Call 133 677 then dial 02 9424 0000.

Voice Relay users: Call 1300 555 727 then ask for 02 9424 0000.

NRS Chat:

Go to www.accesshub.gov.au/services/nrs-chat and enter 02 9424 0000.

For all other assistance options see www.accesshub.gov.au

Need help to access Council's building?

Disability parking and access are available via a ramp and lift, off Radford Place at the rear of Council's building, at 818 Pacific Highway, Gordon, NSW.

Call 02 9424 0000 Monday to Friday 8.30 am - 5.00 pm if you need further assistance.

KU-RING-GAI COUNCIL

818 Pacific Highway, Gordon NSW 2072

P: 02 9424 0000 | **E:** krg@krg.nsw.gov.au

W: krg.nsw.gov.au

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Acknowledgment of Traditional Owners


Ku-ring-gai Council recognises the traditional custodians of the lands and waters, and pays respect to Elders past, present and emerging.

Acknowledgements

Ku-ring-gai Council would like to thank the community and other stakeholders for their ideas, expertise and commitment to the development of this plan.

Photography

Photographs featured in this plan include entrants in various Ku-ring-gai Council photography competitions, and contributions from members of the community and staff. Thank you to all the talented photographers featured.



Photographer: Wolter Peeters

"Ku-ring-gai is a truly special place and I'm proud to present a new 10-year Community Strategic Plan for the local area which has been developed in consultation with our community."

Councillor Christine Kay
MAYOR

Foreword by the Mayor

The Plan provides a shared vision and goals for our Council to achieve on our community's behalf over the next ten years to 2035.

The Engagement Outcomes Report reflects the passion and dedication of residents who generously shared their time and insights to help develop the Plan. The feedback received through public forums, surveys and conversations has been invaluable in guiding our strategic direction.

The Community Strategic Plan has also been shaped by customer service satisfaction surveys, extensive community feedback on the NSW Government's new housing policies and insights from Councillors and Council staff on the challenges and opportunities for the future.

What is clear is that our community cherishes Ku-ring-gai's green spaces and natural environment. Protecting these while also addressing the challenges of sustainable development is a top priority for residents.

Council have heard your concerns about infrastructure and the need for places to work, learn and socialise. We recognise the importance of interconnected transport links between Ku-ring-gai's centres. Council also wants to foster a strong sense of community and social inclusion, ensuring Ku-ring-gai remains a place where everyone is welcome and supported. Finally, you have emphasised your need for transparency and genuine engagement with Council where your voices are heard and valued.

This Community Strategic Plan is a direct result of your input. It outlines our shared vision for the future and the strategies that Ku-ring-gai Council, government and non-government partners, local businesses, community groups and residents will pursue to realise this vision.



As outlined in the Plan, Council will work with the community to protect and enhance Ku-ring-gai's bushland, waterways and biodiversity and lead the way in sustainable resource management and the transition to net-zero emissions. Council will support housing diversity to accommodate our changing population, while protecting the heritage, natural environment and unique character that makes Ku-ring-gai so special. We aim to ensure this growth is supported by improved infrastructure and town centres that are lively communal and commercial spaces. Council will promote a safe, inclusive and connected community and local arts and culture.

Our Council is committed to providing strong community leadership and advocacy on behalf of our residents. We are also committed to ensuring the organisation's long-term financial sustainability so we can continue delivering the high-quality services our residents expect.

Our sincere thanks to everyone who has contributed to the Community Strategic Plan. Through your input, you are helping us to make Ku-ring-gai an even better place to live, work and raise a family.

A handwritten signature in black ink, which appears to read 'Christine Kay', written in a cursive style.

Councillor Christine Kay
MAYOR

Our Ku-ring-gai: Growing together

The Ku-ring-gai Community Strategic Plan (CSP) is a long-term, high-level plan that outlines the community's vision and aspirations for the future of the area. It has been developed in accordance with the *Local Government Act 1993* and the *NSW Government's Integrated Planning and Reporting (IP&R) framework*.

Ku-ring-gai is poised for significant transformation over the coming years. We anticipate a significant increase in population, driven by regional growth and NSW Government housing policies. This growth requires careful planning to ensure our infrastructure, housing and services meet the changing needs of our diverse community.

This CSP aims to identify what the community wants to protect during this period of change, what new opportunities it wants to pursue and how it wants to be involved in these changes.

Through extensive community consultation, Ku-ring-gai Council has identified key priorities for the future: protecting the natural environment, managing balanced growth, enhancing infrastructure, fostering social cohesion, and ensuring transparent governance.

It provides Council with a clear strategic direction to align its services, policies and programs with community needs and priorities, as well as state and regional planning priorities. It also acts as a guide for government agencies, investors, businesses, community groups and residents in their planning and delivery of services for the area and opportunities for collaboration and partnerships with Council.



Who is responsible for the Community Strategic Plan?

While Ku-ring-gai Council has a responsibility in preparing the CSP on behalf of the local government area, it is not wholly responsible for its implementation. Other stakeholders, such as NSW Government agencies, non-government organisations, business, industry and community groups are also involved in the delivery of the Plan. Council has the following roles:

Advocate:

Council lobbies NSW and Commonwealth government agencies to improve services, facilities and outcomes for the Ku-ring-gai community.

Facilitate:

Council fosters collaboration between stakeholders to improve services, facilities and outcomes for the Ku-ring-gai community.

Partner:

Council works alongside government agencies and other organisations to provide services and infrastructure, facilities and programs.

Educate:

Council raises awareness and educates the community and other stakeholders on important issues.

Deliver:

Council delivers services directly and maintains the facilities and infrastructure used by the community

Further information about Council's role and partners in delivering the outcomes and strategies in this plan is provided in the sections following.

About Ku-ring-gai¹

Our location

The Ku-ring-gai local government area (LGA) is a predominantly residential region located 16 km from the CBD on Sydney's leafy North Shore. Ku-ring-gai extends to the Northern Beaches Council area in the east, Willoughby City and the City of Ryde in the south, and Hornsby Shire in the west, with a total area of around 85 km². The area is characterised by its expansive natural bushland, and is bounded by the Garigal, Lane Cove and Ku-ring-gai Chase national parks.

Photographer: Wolter Peeters



Our history and heritage

First Nations history is evident through more than 100 heritage sites across Ku-ring-gai. European settlers first arrived in the region in the early 1800s, and these early rural settlements were sustained by timber, farming and orchards. Ku-ring-gai's development increased with the opening of the North Shore railway line in 1890 that attracted new homeowners to the area. Local Government was established in 1906 with the formation of Ku-ring-gai Shire Council. The shire became a municipality in 1928. First established in NSW in 1945 by local resident Annie Wyatt, the National Trust is now Australia's leading heritage conservation charity.

101

recorded Aboriginal heritage sites

997

heritage items and 46 heritage conservation areas

Increasing migration over the course of the 20th century brought increasing diversity to the population. Access to quality education, desirable housing, the natural environment and established transport infrastructure continue to play a role in attracting new residents to the area.

¹ Unless otherwise stated, all population, housing, education and work data in this section is sourced from Australian Bureau of Statistics, Census of Population and Housing, 2021 (Usual residence data). Compiled and presented in profile.id. Note that this data is rounded, excludes "not stated" "other swelling types" and may not sum to 100%. Estimated number of residents is sourced from the ABS Estimated Resident Population (ERP) in June 2024.

Our population



Ku-ring-gai is home to
128,362 residents



The median age is
42 years old

Higher proportion of
children and older residents
compared to Greater Sydney

4% of the population report
needing daily assistance
due to disability

The community is becoming increasingly diverse.

55%

of residents are
born in Australia

43%

are born overseas
including:

3%

born in Hong Kong

3%

born in South Africa

6%

born in the UK

10%

born in China

64%

of residents only
use English at home

33%

use another language
including:

3%

Korean

6%

Cantonese

13%

Mandarin

Our homes

46%

of households
are couples
with children

9%

are one
parent families

17%

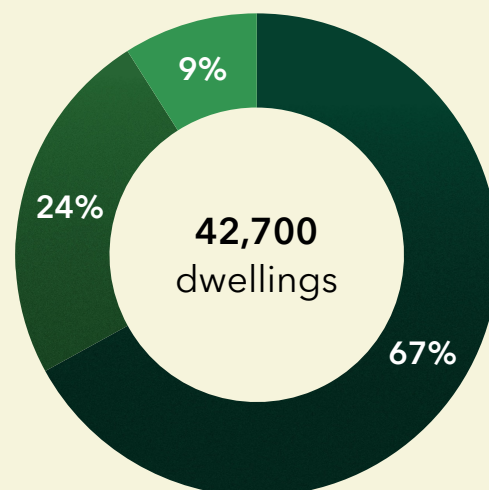
are lone person
households

76%

of households are
purchasing or fully
own their home

19%

renting
privately



Free
standing
houses

Flats, apartments and
other high-density
dwellings

Semi-detached, townhouses and other
medium density dwellings

Our education and work

54% of people have a Bachelor or higher degree qualification

Three most popular industry sectors (around **43%** of total employed population) are:

- professional, scientific and technical services
- health care and social assistance
- financial and insurance services.

64%

of employed people
work in professional
and managerial roles

SEIFA Index of
Advantage and
Disadvantage is **1,165**
(3rd highest in NSW)

48%

of households
earn \$3,000 or
more per week

20%

of population perform
voluntary work

Our economy

Ku-ring-gai's local retail and services are anchored around seven local centres and fifteen neighbourhood hubs providing essential goods and services. The area also hosts a metropolitan hospital, large educational and health sectors, a commercial business park and a growing small to medium-sized business sector.

15,200

local businesses

38,900

local jobs

\$8.56 billion

Gross Regional Product
(GRP)

Source: National Institute of Economic and Industry Research, 2023.

Engaging with our community

The Community Strategic Plan reflects the collective aspirations of the community. To ensure this plan truly represents the community's voice, Ku-ring-gai Council undertook a comprehensive engagement process.

Meaningful engagement is essential for building trust, fostering transparency and ensuring that our policies and services are aligned with the needs and priorities of our residents. By actively listening to and incorporating community feedback, we gain invaluable insights that shape our strategic direction and lead to more effective and sustainable outcomes. This collaborative approach ensures that our vision for Ku-ring-gai is a shared one.

To ensure our strategic directions and priorities truly reflect the community's vision, Council conducted an extensive engagement program in line with our community engagement policy and strategies. This included independent research surveys, a targeted community engagement program, as well as consultation with the community on changes to NSW Government housing policy and insights from the past 3 years of engagement on other planning and policy matters.

Community research

In 2024, Ku-ring-gai Council commissioned Micromex Research to conduct a randomised telephone survey of **500 residents** to identify strengths and community priorities for the area, assess community wellbeing indicators, identify the community's overall level of satisfaction with Council performance and explore resident satisfaction with contacting Council and methods of communication.²

The research results provide invaluable insights into the priorities and concerns of Ku-ring-gai residents, directly informing the development of the Community Strategic Plan.

Key results from community research:

99%
of residents rate their quality of life as good, very good or excellent

92%
of residents are satisfied with the ease of moving in and around the area

84%
of residents are satisfied with the performance of Council

80%
of residents are satisfied with the level of communication Council has with the community



Residents identified the natural environment, sense of community, safety and access to public transport as key strengths of the area.



Residents identified development, housing and population growth as priority areas over the next 10 years.



Residents reported high levels of satisfaction with collection of domestic waste, control of litter, libraries and protection of natural areas and bushland.



Key service areas for improvement were roads, long-term planning, footpaths and community consultation and engagement.

Source: Ku-ring-gai Council Community Research 2024. Measures of satisfaction refer to the aggregate percentage score of the top three scores for satisfaction or support (i.e. somewhat satisfied, satisfied and very satisfied). Key service areas for improvement refers to service areas where residents have rated them as very high in importance, but satisfaction with these services is rated as significantly lower.

² For full details, see Ku-ring-gai Council Community Research 2024: www.krq.nsw.gov.au



Community engagement

We partnered with Captivate Consulting to lead a structured engagement process, which included five community workshops, both recruited and opt-in, reaching **99 residents**. Council attracted over **2,900 visits** to the engagement website and **181 residents** responded to the community engagement survey. A dedicated business engagement workshop was held, along with a business survey that received over **30 responses**. Pop-up engagement sessions and information stalls were set up at Council locations, increasing accessibility and providing opportunities for direct interaction³.

Public exhibition

Following council approval in April 2025, the draft plans will be placed on public exhibition, providing residents with an opportunity to review how their feedback has been incorporated and provide further submissions.

Other engagement

Other community engagement undertaken over the last 2 years, which informed the review of strategic directions and priorities for Ku-ring-gai's future, included:

- Housing scenarios consultation 2024 (responses to NSW Government's TOD controls)
- Business forum in October 2024
- Draft Affordable Housing Policy consultation 2025
- Celebrating multicultural Ku-ring-gai community survey 2024
- Ku-ring-gai Recreation Needs Study 2023.

Through this comprehensive engagement process, we have strived to ensure that the CSP truly reflects the aspirations of our community.

³ For full details, see Engagement Outcomes Report: Stakeholder Engagement to Inform the Community Strategic Plan. [Community Strategic Plan Ku-ring-gai](#)

What we heard

Promotions and reach:

Media release notified to 30 outlets in November 2024	30 media outlets
Newsletters via Yoursay e-News, Ku-ring-gai e-News, Business Connections e-News and Sustainability e-News	85,927 subscribers
Business Bulletin to 21,978 registered ABNs in Ku-ring-gai	21,978 ABN holders
Social media Facebook post to 17,000 subscribers	17,000 subscribers

We listened:

Representative telephone survey	with 500 residents by independent researcher (May/June 2024)
Online resident survey	"Better planning between Roseville, Lindfield, Killara and Gordon stations" (November/December 2024)
Youth workshop	at Lindfield Learning Village (November 2024)
Youth survey	with 443 responses (October/November 2024)
Youth forum	with 95 attendees (February 2025)
5 x community forums	with 99 participants (November/December 2024) Telephone survey for community members unable to attend forums
Online engagement hub	attracted 2,941 site views
Resident survey	completed by 181 residents (online and hardcopies at libraries and events)
Business forum	(October 2024)
Information stalls	2 x pop-up stalls at events (December 2024)

We will check back in:

- Public exhibition of the Plan (April/May 2025)
- Submissions invited from residents, business and other stakeholders
- Community poll on the plan's vision and long-term strategies
- Information available on Council's website



Photographer: Wolter Peeters

The following key themes emerged over the course of the engagement period, and strategies and actions have been incorporated into the Community Strategic Plan (CSP) and supporting plans to address each of them.

Housing, development and planning

The NSW Government faces the challenge of supporting access to suitable and affordable housing across the state. With rising demand and changing housing needs, local governments have a critical role in addressing supply and affordability.

During community engagement, residents expressed concerns about the impact of proposed development on the area's character and heritage, and a need for balanced development that is sympathetic to the local environment.

Community survey results show that **38%** of residents cite development as their top priority concern, reflecting a strong desire for balanced growth. While **81%** of residents feel their current housing needs are being met, only **55%** are confident their future housing needs will be met, emphasising uncertainty about the future.

In response to these challenges, the CSP and supporting plans include strategies and actions to actively respond to NSW Government housing policies and targets, while integrating environmental and heritage considerations into urban planning and decision-making to protect what makes Ku-ring-gai special. The plan includes a strong focus on strategic planning for growth, ensuring that residents are actively consulted in planning processes and actively lobbying the NSW Government so that local concerns are heard.



Protecting our natural environment

Community engagement reinforced that the Ku-ring-gai community highly values its natural environment, green spaces, parks and bushland. Residents enjoy the area's leafy streets, diverse wildlife and outdoor recreation opportunities. However, there is growing concern about development threatening these natural assets. Residents want stronger protection for green spaces and endangered forests, and sustainable urban development practices. They also want Council to proactively address climate change and sustainability.

Community survey results show that our natural environment is the core of Ku-ring-gai's identity, with

66%	94%
of residents identifying it as the key strength of the area	of residents express satisfaction with Council's protection of natural areas and bushland, demonstrating a strong need to maintain the protection of our natural assets.

That is why our CSP and supporting plans aim to integrate environmental goals into urban development, support the uptake of energy-efficient infrastructure and prioritise the protection of local ecosystems.

Moving around Ku-ring-gai

During community engagement, residents consistently reported that roads, footpaths and adequate parking close to transport hubs is a top priority. Residents emphasised connectivity between home, work, schools and shops highlighting the importance of road infrastructure, public transport and managing the impact of population growth.

Community survey results showed that **92%** of residents were satisfied with ease of moving in and around the area. Residents also told us that the condition of local roads and footpaths, traffic management and availability of short stay and commuter parking are very important, but levels of satisfaction are generally lower.

Our CSP and supporting plans therefore focus on collaborative partnerships with the NSW Government to deliver traffic improvements and expand public transport options, as well as promoting active travel and exploring options to fund an expansion of the footpath network.

Infrastructure and community facilities

Our community infrastructure and facilities are vital assets. To ensure they continue to serve our growing and evolving population, we must strategically address the need for renewal and expansion, while navigating funding constraints. Community survey results show that residents place a high value on local parks and gardens, sports grounds, playgrounds and libraries and were generally satisfied with their provision. Our CSP and supporting plans prioritise strategic investment in critical infrastructure, aiming to ensure these meet future needs of residents and are accessible to a growing population.



Local centres and economic vitality

Our local centres are the heart of our community. We have the opportunity to enhance these spaces, ensuring they continue to provide essential services, support local businesses and contribute to a vibrant local economy. Our CSP and supporting plans set an intention to progress major urban renewal projects at Lindfield, Turramurra and Gordon.



Photographer: Wolter Peeters

Community wellbeing and social cohesion

Residents told us they value the strong sense of community and desire a place where neighbours support and interact with one another. Community survey results show that a strong sense of community and safety are key strengths of the area.

93%

of residents report they feel safe in their neighbourhood

54%

of residents reported they have access to community groups and support networks.

We know that a feeling of belonging to the community has a significant impact on overall quality of life.

Our community is diverse and evolving. We have the opportunity to strengthen social wellbeing by addressing the needs of our aging population, young families and cultural diversity, while tackling the challenges of social isolation and mental health. Our CSP and supporting plans includes strategies and actions aimed at maintaining an inclusive and supportive community by working with partners to provide services for vulnerable groups, expand volunteering networks, and celebrate the creativity and diversity of our community.

Photographer: Tiffany Lait

Our CSP and supporting plans include a strong focus on



advocacy



transparency



community engagement



Governance and community engagement

During community engagement, residents told us they want improved community engagement and transparency from Council. They want to be involved in decision-making processes and feel that their voices are being heard. Residents want Council to be accountable and to make decisions that are in the best interests of the community.

Residents noted concerns about the influence of the NSW Government on local planning decisions and expressed a desire for strong advocacy and an opportunity to have input on decisions that impact the area. Community survey results show around **85%** of residents reported that consultation and engagement were important, but only **68%** reported that they are satisfied. Our CSP and supporting plans therefore include a strong focus on advocacy, transparency and ways that Council aims to improve engagement with the community.

Financial sustainability

Council must take action to maintain its long-term financial sustainability. In an environment of increasing demands and operational costs Council must look at ways of diversifying its revenue streams, find operational efficiencies and innovative ways of delivering its services. Our CSP and supporting plans include commitments to the responsible and efficient use of resources to meet the needs of our community and seeking the support of the community to fund the renewal of ageing infrastructure.

Satisfaction with services

Survey results show that residents are generally satisfied with Council services and programs. Residents are highly satisfied with waste collection services, public space cleaning, local parks, gardens and playgrounds and Council's support for local festivals and events. However, satisfaction with roads and footpaths conditions is lower, with **66%** satisfied with the condition of local road conditions and **67%** satisfied with the provision of footpaths. Survey results also show gaps with traffic management, availability of parking, recycling initiatives and street tree maintenance, highlighting opportunities for service enhancements.

About the Community Strategic Plan

The Community Strategic Plan (CSP) is developed in accordance with the *Local Government Act 1993* and the NSW Government's Integrated Planning and Reporting (IP&R) framework.

This framework sets out a structured approach to strategic planning, requiring councils to translate their community's vision and objectives into a series of interconnected long, medium and short-term plans.

As required under the IP&R framework, this plan establishes a long-term vision and 10-year strategic direction for the LGA and has been prepared through extensive community consultation. It has also been developed in consideration of federal, state and regional planning priorities.

The Plan serves as the overarching document for Ku-ring-gai Council, guiding the development of supporting plans such as the Delivery Program, Operational Plan and Resourcing Strategy, as prescribed by the IP&R framework.

Guiding principles

The preparation of this plan has been guided by social justice and sustainability principles:

Social justice principles

Equity: There is fairness in decision-making, and prioritising and allocation of resources, particularly for those in need.

Access: All people have fair access to services, resources and opportunities to improve their quality of life.

Participation: Everyone has the maximum opportunity to genuinely participate in decisions that affect their lives.

Rights: Equal rights are established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

Sustainability principles

Social sustainability (social well-being)

- support cohesive, inclusive, diverse and dynamic communities
- balance health, work and personal commitments

Environmental sustainability (liveability)

- protect the natural, social, cultural and built heritage
- decrease the consumption of resources

Economic sustainability

- maintain a strong and stable local economy
- ensure the delivery of services, facilities and infrastructure is financially sustainable

Quadruple Bottom Line

The Plan addresses social, environmental, economic and civic leadership considerations to ensure that it reflects a balanced set of objectives, and that Council monitors and reports on its performance against each of these. The contribution that each objective makes to the Quadruple Bottom Line (QBL) is indicated by one or more icons under each objective, as illustrated below:



SOCIAL



CIVIC
LEADERSHIP



ECONOMIC



ENVIRONMENTAL

Delivering the plan

Under the IP&R framework, all NSW councils are required to implement their Community Strategic Plan (CSP) through a Delivery Program and Operational Plans as outlined below:



The **Delivery Program** is Council's four-year commitment to implementing the strategies outlined in the CSP. It articulates what Council aims to undertake during its term of office to achieve the community's vision. It includes clear performance measures to track progress and is subject to annual reviews to ensure its ongoing relevance and effectiveness.

The **Operational Plan** is the annual plan that details the specific actions Council will undertake in the coming financial year to implement the Delivery Program. It outlines the detailed programs, projects and actions that will be performed, along with associated responsibilities and deliverables.

This plan provides the community with a clear and transparent overview of Council's day-to-day operations and service delivery.

The **Resourcing Strategy** demonstrates how Council will allocate its resources to achieve the objectives outlined in the Community Strategic Plan and Delivery Program. It includes the Long-Term Financial Plan, the Workforce Management Strategy and the Asset Management Strategy.



Monitoring and reporting on progress

Under the Integrated Planning and Reporting (IP&R) framework, councils are required to rigorously monitor and report on their progress in achieving the objectives outlined in their Community Strategic Plan, Delivery Program and Operational Plan. This ensures transparency, accountability and continuous improvement in local government service delivery.

As outlined in the diagram on the previous page, each of our plans include a series of measures that are used to monitor and report on progress:

- Progress indicators for each strategy in the Community Strategic Plan provide a high-level view of how well the community is moving towards its long-term goals.
- Performance measures in the Delivery Program help to track progress against the specific achievements Council has committed to during its four-year term.
- The Operational Plan will include service delivery key performance indicators (KPIs), and programs, projects and actions describe what Council aims to deliver over each financial year.

Council will prepare biannual progress reports to the elected council and the community, detailing progress against the term achievements in the Delivery Program, service delivery KPIs and other deliverables in the Operational Plan.

Council must also produce an annual report that includes performance against the Delivery Program and Operational Plan, financial statements as well as other statutory information.

Council also publishes a State of Our Ku-ring-gai Report after the end of each council term to provide a summary of its term achievements.

All these reports are available on Council's website.

Council conducts regular data collection and analysis to track progress against these measures and deliverables, along with an annual strategic review of the Delivery Program and Operational Plan to assess their effectiveness and identify areas for improvement.

How to read the plan

QBL:
Shows the quadruple bottom line pillars that the objective addresses.

Outcome:
The CSP is grouped into five outcomes and defines what the community's long-term vision will look like once it is realised.

Objective:
Each outcome has an objective which describes where the Ku-ring-gai community want to be in 10 years.

Outcome 2:
Sustainable urban growth and change



Objective:
Ku-ring-gai is a thriving community of safe and well-planned neighbourhoods. We are continuing to deliver diverse housing options, while balancing suburban growth with the preservation of our unique character, open spaces and heritage. We have a strong local economy with thriving businesses, and revitalised centres providing convenient access to shops, services and community facilities.

QBL



Strategies

How we will get there	How we will measure progress	Council's role
U1 - Facilitate a diverse mix of housing options to accommodate the needs of a growing and changing population, including increased density in appropriate locations.	Increase the proportion of residents who agree that housing meets their current needs (baseline 81%).	Advocate, partner, deliver

Who we will work with
We will work with residents, local community groups, businesses and landowners, developers, other councils, Chambers of Commerce, Aboriginal Housing Office, NSW Department of Planning, Housing and Infrastructure, Ku-ring-gai Historical Society, Heritage Reference Committee, Sydney Business and Destination NSW.

Strategies:
Outline how the community vision will be achieved.

Who we will work with:
Details other groups, organisations or agencies that Council will partner or work with to implement the strategy.

Progress measures:
Assesses whether we are heading in the right direction.

Council's role:
Details what Council's role is in implementing the strategy.

QBL Key:



SOCIAL



CIVIC LEADERSHIP



ECONOMIC



ENVIRONMENTAL

Our community vision

Our Ku-ring-gai: **Growing together**

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

Our outcomes:



Our unique natural environment is protected and enhanced



Sustainable urban growth and change



Infrastructure and assets support community needs



An inclusive, connected and safe community



Leadership and service excellence

Photographer: Maggie Langtry





Outcome 1:

Our unique natural environment is protected and enhanced



Objective:

Ku-ring-gai's bushland, waterways and biodiversity is being protected and a healthy tree canopy enhances our suburban landscape. Ku-ring-gai is a leader in sustainable resource management and environmental stewardship and is on track to achieve net-zero emissions.

QBL



Strategies

How we will get there	How we will measure progress	Council's role
E1 - Maintain and improve our bushland, waterways and biodiversity, and the health and function of local ecosystems.	Monitor the urban tree canopy in Ku-ring-gai. (43.6% Vegetation > 3metres in 2022).	Deliver, educate, partner, facilitate
E2 - Support the community to transition to net zero emissions.	Total community greenhouse gas emissions are trending downwards on a pathway to Net Zero by 2040.	Deliver, educate, partner, facilitate
E3 - Improve community resilience to the impacts of climate change and extreme weather events.	Increase the proportion of residents who feel adequately informed and prepared to deal with emergency events (baseline 70%).	Deliver, educate, partner, facilitate
E4 - Support the community to reduce its consumption of resources and engage in the circular economy.	Increase the proportion of household waste diverted from landfill above 60%.	Deliver, educate, partner, facilitate
E5 - Foster a culture of environmental stewardship across the community through education, engagement and partnerships.	Increase the community's awareness of Council's environmental and sustainability programs (new measure).	Deliver, educate, partner, facilitate

Who we will work with

We will work with local community and environmental groups, universities, neighbouring councils, electricity and gas utilities, contracted waste services providers, Sydney Water, NSW National Parks and Wildlife Service, NSW Rural Fire Service, Fire and Rescue NSW, NSW State Emergency Service, Hornsby Ku-ring-gai Local Emergency Management Committee, NSW Department of Climate Change, Energy, the Environment and Water, Commonwealth Department of Industry, Science, Energy and Resources, Northern Sydney Local Health District (Planetary Health team), National Climate Change Adaptation Research Facility, NSW Environmental Protection Authority and Resilient Sydney.

Outcome 2:

Sustainable urban growth and change



Objective:

Ku-ring-gai is a thriving community of safe and well-planned neighbourhoods. We are continuing to deliver diverse housing options, while balancing suburban growth with the preservation of our unique character, open spaces and heritage. We have a strong local economy with thriving businesses, and revitalised centres providing convenient access to shops, services and community facilities.

QBL



Strategies

How we will get there	How we will measure progress	Council's role
U1 - Facilitate a diverse mix of housing options to accommodate the needs of a growing and changing population, including increased density in appropriate locations.	Increase the proportion of residents who agree that housing meets their current needs (baseline 81%).	Advocate, partner, deliver
U2 - Ensure land use strategies, plans and processes are in place to protect existing character and effectively manage growth and change.	Increase the proportion of residents who are satisfied with the design and attractiveness of public places and spaces in the Ku-ring-gai area (baseline 69%).	Advocate, partner, deliver
U3 - Facilitate the transformation of local centres as vibrant residential, business and community hubs through partnerships and appropriate mixed-use development.	Increase the proportion of residents who are satisfied with retail and commercial services at local centres (new measure).	Partner, facilitate, deliver
U4 - Protect Ku-ring-gai's heritage and character through appropriate planning controls.	Maintain the proportion of residents who are satisfied with the protection of heritage buildings and conservation areas at or above 80%.	Advocate, educate, deliver
U5 - Work with partners to support local businesses and strengthen Ku-ring-gai's local economic base.	Increase the proportion of businesses that are satisfied with Council's support of local business and the economy (new measure).	Advocate, facilitate, partner, deliver

Who we will work with

We will work with residents, local community groups, businesses and landowners, developers, other councils, Chambers of Commerce, Aboriginal Housing Office, NSW Department of Planning, Housing and Infrastructure, Ku-ring-gai Historical Society, Heritage Reference Committee, Sydney Business and Destination NSW.

Outcome 3:

Infrastructure and assets support community needs



Objective:

All residents have access to modern and accessible sport, recreational and community facilities that support active lifestyles. The area is connected by a high-quality road and footpath network that supports active transport alternatives. Public transport connects our neighbourhoods and access to Greater Sydney.

QBL



Strategies

How we will get there	How we will measure progress	Council's role
A1 - Strategically plan, manage and fund public infrastructure and assets to meet the needs of the community, defined levels of service and intergenerational equity.	Council demonstrates progress towards meeting asset management performance benchmarks (in annual audited Financial Statements).	Advocate, facilitate, partner, deliver
A2 - Provide, upgrade and maintain open space, recreation and sporting facilities to meet the needs of current and future user groups and a growing population.	Maintain the proportion of residents who are satisfied with the provision and maintenance of sporting ovals, grounds and leisure facilities at or above 90%.	Advocate, facilitate, partner, deliver
A3 - Provide, upgrade and maintain community buildings and facilities to meet the needs of current and future user groups and a growing population.	Maintain the proportion of residents who are satisfied with the condition of Council's community buildings and facilities at or above 90%. Maintain the proportion of residents who are satisfied with the availability of community buildings and facilities at or above 85%.	Advocate, facilitate, partner, deliver
A4 - Provide, upgrade and maintain Ku-ring-gai's local road and footpath network, traffic facilities and other road infrastructure.	Increase the proportion of residents who are satisfied with the condition of local roads (baseline 68%). Increase the proportion of residents who are satisfied with the condition of existing footpaths (baseline 65%).	Advocate, partner, deliver
A5 - Work with the NSW government and partners to improve local integrated transport connections, public transport and the regional road network.	Maintain the proportion of residents who are satisfied with their ability to move in and around Ku-ring-gai at or above 90%.	Advocate, partner, deliver, educate

Who we will work with

We will work with residents, community groups, local sporting clubs, groups and organisations, NSW Office of Sport, other councils, National Disability Insurance Agency, Office of Local Government, NSW Department of Planning, Housing and Infrastructure, Transport for NSW, private bus companies and bicycle user groups.

Outcome 4:

An inclusive, connected and safe community



Objective:

Ku-ring-gai will be a safe, inclusive and connected community where diversity is valued. We cherish our rich history while welcoming new residents to the area. Strong community networks combat social isolation and support services are available for people who need them.

QBL



Strategies

How we will get there	How we will measure progress	Council's role
C1 - Work with partners to promote a diverse and inclusive community that cares and provides for all residents.	Increase the proportion of residents who have access to community groups and support networks (baseline 56%).	Advocate, partner, facilitate, deliver
C2 - Support communities that understand, value and accept each other and embrace our evolving cultural identities.	Maintain the proportion of residents who are satisfied with local programs that support people from diverse cultural backgrounds at or above 85%.	Facilitate, partner, deliver, educate
C3 - Facilitate and deliver community risk and safety programs that enhance neighbourhood connections and community responses to emergency events.	Maintain the proportion of residents who feel safe in their neighbourhood at or above 90%.	Facilitate, partner, deliver, educate
C4 - Cultivate lifelong learning, foster local arts and creativity and celebrate our cultural diversity.	Increase the proportion of residents who are satisfied with local opportunities for cultural and artistic participation (baseline 78%).	Facilitate, partner, deliver, educate
C5 - Ku-ring-gai has a volunteer community that contributes to shared goals, builds strong social networks and empowers individuals.	Increase the proportion of residents who feel they belong to the community (baseline 75%).	Facilitate, partner, deliver, educate

Who we will work with

We will work with residents, local community, business, youth sport and recreational groups, local schools, neighbouring councils, NSW Police, NSW Rural Fire Service, Fire and Rescue NSW, NSW State Emergency Service, Ambulance NSW, Hornsby Ku-ring-gai Local Emergency Management Committee, Hornsby Ku-ring-gai Bush Fire Management Committee, Flood Risk Management Committee, Neighbourhood Watch NSW, NSW Department of Communities and Justice, Ku-ring-gai Hornsby Volunteer Service, NSW Department of Education, NSW Health (Northern Sydney Local Health District), Office of Sport (NSW), National Disability Insurance Scheme, Northern Sydney Regional Organisation of Councils, Multicultural NSW, Create NSW, Destination NSW and the Office of Local Government.

Outcome 5:

Leadership and service excellence



Objective:

Ku-ring-gai Council is a high-performing organisation and a strong civic leader. Council builds strategic partnerships with other councils, government agencies, not-for-profit and community groups. Council has a focus on innovation and customer service to deliver continuously improving services to the community.

QBL



Strategies

How we will get there	How we will measure progress	Council's role
L1 - Provide strong and ethical civic leadership to ensure good governance and build and maintain trust and confidence within the community.	Increase the proportion of residents who have trust and confidence in Council (new measure).	Deliver
L2 - Support the long-term financial sustainability of Council through sound financial and asset management.	Council meets key financial benchmarks (in annual audited Financial Statements).	Deliver
L3 - Deliver services effectively and efficiently on the basis of equity, community priorities and best value within available resources.	Increase the proportion of residents who are satisfied with Council's overall performance (baseline 87%). Monitor operational expenses per resident.	Deliver
L4 - Provide a high-quality customer experience that meets expectations.	Increase the proportion of residents who are satisfied with the quality of advice provided when contacting Council (baseline 76%). Increase the proportion of residents who are satisfied with the timeliness of service provided when contacting Council (baseline 82%).	Deliver
L5 - Provide high quality community engagement and communications to enhance collaboration, participation and decision-making.	Increase the proportion of residents who are satisfied with Council's consultation and engagement (baseline 68%).	Deliver

Who we will work with

We will work residents, local community groups and businesses, other councils, Office of Local Government, Independent Pricing and Regulatory Tribunal of NSW, NSW Ombudsman, State Records NSW, Information and Privacy Commission NSW, and Independent Commission Against Corruption.



Contact us

For assistance or information regarding any of Council's services or facilities please contact us. Business hours are Monday to Friday, 8.30 am – 5.00 pm.

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