







Revised Delivery Program 2013 - 2017 and Operational Plan 2013 - 2014




Bi-annual Review - June 2014

Copy of Attachment A1 to report for August 26 2014 Council Meeting




This document includes progress commentary for tasks, critical actions, performance indicators and term achievements under the 6 themes.

Printed August 2014





Category	Code	Name	Progress Status	Responsible Officer																																			
Theme	C	Community, People & Culture																																					
 Term Achievement	C1.1.1	Council's policies, programs and advocacy address the social and health needs of all age groups, reduce disadvantage and address gaps in service provision.		Director Community																																			
Comments	<p>A comprehensive range of programs and services were delivered across the LGA targeting children, youth, and aged and disability sectors within the community. Cultural and community services were also delivered through the libraries and the art centre, and other community events. The programs were designed to attract a wide audience, reduce social isolation and enhance mental and physical health. Through effective partnerships with local businesses and community organisations, Council participated in highly successful youth forums and other community events.</p> <p><i>Progressing in accordance with Delivery Program - Year 1</i></p>																																						
 Critical Action	C1.1.1.1	Effective responses are made to changing needs of the community.		Manager Community Development																																			
Comments	<p>Council's Demographic, Atlas and Economy Profile were updated and made available to the public on Council's website. The latest demographic data has been added to Council's Demographic Profile as the information has become available from the Australian Bureau of Statistics and other sources - includes population estimates, residential building approvals, economic data etc. Demographic data and related information is utilised in undertaking research and planning of services.</p>																																						
 Task	C1.1.1.1.1	Provide up to date demographic profile of the community.		Manager Community Development																																			
Comments	<p>Project completed. Council's Demographic, Atlas and Economy Profile are up to date and available to the public on Council's website. The latest demographic data has been added to Council's Demographic Profile as the information has become available from the Australian Bureau of Statistics and other sources eg. population estimates, residential building approvals, economic data etc.</p>																																						
 Critical Action	C1.1.1.2	Review, evaluate and implement strategies, plans, policies, programs and services.		Manager Community Development																																			
	<table border="1"> <thead> <tr> <th>Code</th> <th>Performance Indicator</th> <th>Yearly Target</th> <th>Units</th> <th>Achieved to date</th> </tr> </thead> <tbody> <tr> <td>C1.1.1.2.A</td> <td>Utilisation levels for children's services.</td> <td>90</td> <td>%</td> <td>94</td> </tr> <tr> <td>C1.1.1.2.B</td> <td>Participation in youth service programs.</td> <td>5,000</td> <td>Participants</td> <td>6,502</td> </tr> <tr> <td>C1.1.1.2.C</td> <td>Participation in aged and disability service programs.</td> <td>2,100</td> <td>Participants</td> <td>2,803</td> </tr> <tr> <td>C1.1.1.2.D</td> <td>Utilisation of art-centred courses.</td> <td>90</td> <td>%</td> <td>90</td> </tr> <tr> <td>C1.1.1.2.E</td> <td>Visits to libraries.</td> <td>600,000</td> <td>Visits</td> <td>456,287</td> </tr> <tr> <td>C1.1.1.2.F</td> <td>Visits to library website.</td> <td>50,000</td> <td>Visits</td> <td>55,046</td> </tr> </tbody> </table>				Code	Performance Indicator	Yearly Target	Units	Achieved to date	C1.1.1.2.A	Utilisation levels for children's services.	90	%	94	C1.1.1.2.B	Participation in youth service programs.	5,000	Participants	6,502	C1.1.1.2.C	Participation in aged and disability service programs.	2,100	Participants	2,803	C1.1.1.2.D	Utilisation of art-centred courses.	90	%	90	C1.1.1.2.E	Visits to libraries.	600,000	Visits	456,287	C1.1.1.2.F	Visits to library website.	50,000	Visits	55,046
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Comments	<p>The Ageing Strategy has been updated to incorporate the NSROC Ageing Priorities Issues Paper recommendations, and the NSW Government Northern Sydney Ageing Strategy.</p> <p>The Seniors in Action Program consisted of a range of activities aimed at reducing social isolation including the healthy eating and recreational program, weekly falls prevention classes, monthly seminars and regular excursions. Improvements were carried out to Council's Seniors Centres including purchase of furniture, installation of audio visual resources and purchase of Ipads for seniors training programs.</p> <p>A comprehensive program of activities and programs for youth were delivered by Council or in partnership with other organisations. Gordon library was completely refurbished, re-opening after a 9 week closure in October 2014. Response from the community to the more open, welcoming and colourful library has been very positive. Programs for all ages operated throughout the year. The Art Centre continued to provide a range of arts classes trying new subjects and increasing exhibitions of tutors' and students' work.</p>																																						





Category	Code	Name	Progress Status	Responsible Officer
 Task	C1.1.1.2.1	Implement priority recommendations and programs from Council's Ageing Strategy.		Community Development Officer Aged & Disability
Comments	<p>The Ageing Strategy has been updated to incorporate the NSROC Ageing Priorities Issues Paper recommendations and the NSW Government Northern Sydney Ageing Strategy.</p> <p>The Seniors in Action Program consisted of a range of activities aimed at reducing social isolation including the healthy eating and recreational program, weekly falls prevention classes, monthly seminars and regular excursions. These programs aimed at improving the overall health of seniors in our community achieved an overall satisfaction rating of 94%.</p> <p>The Seniors and Aged Care Guide was updated and distributed through libraries, aged care providers, HACC organisations, community centres etc. The Out and About for Seniors Quick Guide has also been updated and widely distributed to local seniors.</p> <p>Improvements were also carried out to Council's Seniors Centres including purchase of furniture, installation of audio visual resources and purchase of I pads for seniors training programs</p>			
 Task	C1.1.1.2.2	Implement priority recommendations and programs from Council's Youth Strategy.		Youth Services Co-ordinator
Comments	<p>Ku-ring-gai Council (in collaboration with members of Hornsby Ku-ring-gai Youth Network) delivered the 3rd annual Hornsby Ku-ring-gai Youth Forum. The event was focussed on the issue of mental health and was held a Knox Grammar. There were a total of 350 students, 27 schools, 20 community organisations and 41 teachers in attendance. A highlight of the day was the 'Take It Back' session, in which students gathered in their school groups to discuss how they can introduce positive mental health outcomes into their school.</p> <p>Three Parent Forums were delivered in the reporting period and focused on adolescent development, alcohol fuelled violence and anxiety issues amongst young people.</p> <p>Gordon Student Resource Centre has been completely refurbished and is now known as A.W.O.L Youth Hub. The hub is operational five days per week from 3:30pm till 6:30pm. Turrumurra Youth Centre and St Ives Youth Centre continue to operate weekly programs for young people including sound recording workshops, art programs and live music events.</p> <p>As part of the Gordon Youth Service refurbishment, WIFI, benches and power outlets have been provided in public space. These improvements will enable residents to better access online resources and will expand the capacity of the community facilities in Gordon.</p> <p>Discobility is a disco for young people with disabilities held at St Ives Youth Centre in April. There were 11 young people with special needs in attendance along with parents and carers.</p> <p>Ku-ring-gai's Got Talent (KGT) was held in partnership with the Rotary Clubs of St Ives and Turrumurra at St Ives Community Centre in March / April. KGT is an event that aims to showcase and uncover the amazing performance skills that exist amongst young people in the local community. KGT attracted a wide selection of performers including singers, dancers, magicians and musicians. In total there were 35 acts, 90 performers and over 300 audience members involved in the 3 Heats and Grand Finale.</p> <p>Input was provided through NSROC to the NSW Government Northern Region Youth Strategy covering a number of areas including homelessness, renting and housing, wellbeing and mental health. The Northern Region Youth Strategy was due to be finalised by 30 June 2014 and has been extended to a date to be fixed. Once the Northern Region Youth Strategy is finalised, the draft Ku-ring-gai Council Youth Strategy will be updated to better link with State planning processes.</p>			
 Task	C1.1.1.2.3	Review and develop Childrens Services Needs Plan.		Manager Community Development
Comments	<p>Progress on this project has been delayed due to the recent release of three national reviews into child care and the need to assess their implications for children's services in Ku-ring-gai. These include the Childcare and Early Childhood Learning Draft Report prepared by the Productivity Commission. In addition the scope of the study has been expanded to include before and after school care services which has been identified as a high needs area by schools and children service providers in Ku-ring-gai. The Ku-ring-gai Children's Services Needs Study is in the final stages of collation. Work completed to date includes: up dating service information, fee comparisons, utilisation levels, operational hours, waiting lists, range of services offered etc.</p>			
Reason	This project has been delayed to allow consideration of three national reviews into child care which have only recently been released.			
Remedial Action	The task is included in Council's adopted 2014/2015 Operational Plan.			




Category	Code	Name	Progress Status	Responsible Officer
✔ Task	C1.1.1.2.4	Deliver quality children services to meet the needs of local families, including immunisation, vacation care, long day care and family day care.		Children's Services Co-ordinator
Comments	All childrens services experienced high levels of utilisation, currently at 96%. Demand remains high specifically for children aged 0-2 years and for school holiday vacation care places in all our centres.			
✔ Task	C1.1.1.2.5	Library programs are implemented including author talks, technology awareness, school holiday programs and storytime.		Technical Services Librarian
Comments	This reporting period showcased a wide range of activities. These included a very well received HSC talk by an active and inspiring speaker on preparing for the HSC, an author encounter with Peter Grose, Library Week activities, Law Week talks, ecology-themed presentations in co-operation with other Council service units, National Simultaneous Story time, as well as an on-going program of technology awareness for library computer resources and using mobile and portable devices to access quality information sources as well as music, magazines and e-books.			
Key Achievements	The Library hosted Paul Brunton as an engaging speaker in it's St Ives branch for Australia's Biggest Morning Tea, again raising funds for the Cancer Council. Paul's topic this year - Capt James Cook - was informed, humorous and engaging. Information sessions supported by resource lists for Diabetes Awareness Week, Stroke Awareness and Law Week help people find information they need for important and sometimes life-changing events. The Library was thrilled to have two special guest storytellers at National Simultaneous Storytime. Margie Abbott and Lucy Chen from SBS brought animation and learning ("Too many elephants" in Mandarin) to Ku-ring-gai's participation in a national event.			
✔ Task	C1.1.1.2.6	Implement priority recommendations from State Library review within available resources.		Manager Library & Cultural Services
Comments	The priority recommendations of the State Library review continued to be worked through. Library staff have participated in consultation with Strategic Planning Officers to discuss potential new and larger branches at Lindfield and Turramurra, as recommended in the review. Reference and non-fiction collections are being evaluated for content and space to enable increases in the more heavily used areas of the collection. Modifications to service models are being trialled and implemented to enable client independence where appropriate. Client training programs are slowly increasing. Opening hours were reviewed and modified to open all branch libraries each weekday to a very positive response from the community. Options for improved collection management analysis are being investigated.			
✔ Task	C1.1.1.2.7	Develop and deliver Art Centre programs including classes, workshops and exhibitions.		Art Centre Administration Officer
Comments	The Art Centre has completed all tasks for the period of 1 January to 30 June 2014. Enrolments were steady throughout the semester one period, with the number of classes at full capacity increasing by eight percent from term one to term two. Throughout this period, the monthly exhibitions saw an increase of student and tutor participation. The Abstraction and Contemporary Painting Exhibition in April had a ninety percent student participation rate. This brought visitors to the Centre and saw new students enrol into courses within the period. The guitar program has progressed since the introduction of two new highly experienced tutors in term two. From this, enrolments have improved and program development has taken place to cater for a larger range of students. New marketing techniques has encouraged bookings from new students. Introducing banners around the Ku-ring-gai area has helped increase class numbers and bring in students who were not familiar with the Centre.			






Category	Code	Name	Progress Status	Responsible Officer
Key Achievements		<p>The introduction of the Ku-ring-gai Council booking system was successfully trialled in the July School Holiday Program allowing parents to book online with ease. The system has been well received and the Art Centre brought in the largest amount of online bookings out of all departments using the system. As part of the Art Centre upgrade, new LED lights were installed in every studio, office and storage area within this period. This has enhanced the aesthetics of the Centre, improved the quality of the lighting for all students and staff and most importantly, contributed to the Council's 'green' ethos. A new pottery kiln was installed with a sixty percent higher energy efficient rate. A number of Art Centre tutors have received accolades for their fine art practice in this period. Monique Dery-Boyer, Paul Miller and Jana Hunt were all selected as finalists for the Hunters Hill Art Prize 2014. Paul Miller was invited to exhibit in the 2014 Kedumba Award, and most prestigiously, Paul Miller was accepted as a finalist in the 2014 Archibald Prize. These accolades have led to interest from new students and community participation.</p>		
 Critical Action	C1.1.1.3	Develop partnerships with the community and key stakeholders to deliver community programs.		Manager Community Development
Comments		During 2013/2014 varied and successful programs of events and activities were held for the annual Youth Week and Seniors Festival. The programs were organised and delivered in partnership with many local community groups and attracted record high numbers of participants.		
 Task	C1.1.1.3.1	Implement Youth Week program and annual Seniors Festival of events in cooperation with local community groups.		Youth Services Co-ordinator
Comments		<p>The following highly successful programs were delivered in the first half of the 2013/2014 year.</p> <p>Youth Week Program Hornsby/Ku-ring-gai Youth Forum: The third annual Youth Forum was held in the Great Hall at Knox Grammar School and attracted representatives from 28 high schools from the Hornsby / Ku ring gai LGA's. There were a total of 350 students, 55 teachers and 45 team members from local community organisations. There were around 20 community organisations involved in the planning and implementation of the project.</p> <p>Shorefest: This free youth festival is a partnership between six northern Sydney Councils held annually and is a regional celebration of Youth Week. There were over 2500 young people in attendance and the event involved community stalls with valuable information for young people.</p> <p>Ku ring gai's Got Talent: The second Ku ring gai's Got Talent was held over three public Heats and one Grand Finale. There were a total of 90 performers, 30 volunteers and over 300 audience members involved. The event was implemented in partnership with Rotary Club of Turramurra and Rotary Club of St Ives. The winner's name is Will Turton, a young guitarist from Gordon. All contestants were congratulated for participating in the event.</p> <p>Discobility: This disco for young people with disabilities was held in St Ives Community Centre. There were a total of 16 young people with special needs in attendance and parents / carers were glad to have some much needed respite.</p> <p>Seniors Festival Over 386 seniors attended 10 events run by Council during the Seniors Festival in March. This included over 102 seniors at the Mayoral Awards and concert held at Turramurra Uniting Church. Five individuals and one community group received certificates of appreciation for their service to the community followed by a performance by the Ku ring gai Philharmonic orchestra – string section. Other popular events were the movies at Macquarie Cinema, day excursions and seminars on seniors safe driving and keeping your brain healthy to reduce the risk factors of dementia. The overall satisfaction rating from participants was over 96%.</p>		
 Critical Action	C1.1.1.4	Identify funding gaps for program delivery and resource requirements.		Manager Community Development
Comments		The 2013 Ku-ring-gai Community Grants Program was completed during the period with over \$131,000 distributed to local groups. The range of volunteer organisations supported included children services, youth services, sporting groups, seniors and disability services, arts/ cultural groups,		



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		scouts and guides etc. Over 96 community groups attended the various capacity building workshops conducted by Council in co-operation with Macquarie University, The Sydney Alliance, Foresters Community Finance and a number of NSROC Councils. The average satisfaction rating from the various workshops was 93%.												
<input checked="" type="checkbox"/> Task	C1.1.1.4.1	Resource and support local initiatives and organisations through the Ku-ring-gai Community Grants program.		Manager Community Development										
Comments	The Ku-ring-gai Community Grants Program was completed and \$131,834 allocated to 55 local community groups.													
<input checked="" type="checkbox"/> Term Achievement	C1.1.2	Access has increased for communities that face barriers to using social services and facilities.		Director Community										
Comments	All community programs are designed to achieve agreed accessibility objectives. A new Access and Disability Inclusion Plan was completed and will be the subject of extensive community consultation in 2014-2015, prior to its completion and adoption. This plan incorporates contemporary access guidelines and statutory requirements. <i>Progressing in accordance with Delivery Program - Year 1</i>													
<input checked="" type="checkbox"/> Critical Action	C1.1.2.1	Develop and implement programs that respond to community needs and address a range of accessibility issues and alleviate social isolation.		Manager Community Development										
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Code	Performance Indicator	Yearly Target	Units	Achieved to date										
C1.1.2.1.A	Level of user satisfaction with community services and programs. These programs are inclusive of families, people with disabilities, older people, children, young people, people with culturally and linguistically diverse backgrounds.	85	% user satisfaction with all programs	96										
Comments	A new draft Access and Disability Inclusion Plan has been completed taking into consideration new legislative and reporting requirements. Demand continues to strengthen for the Home Library Service and the library bus, enabling those less mobile, or unable to physically visit the library, to continue to have access to the library collection.													
<input checked="" type="checkbox"/> Task	C1.1.2.1.1	Review, update and develop Access Policy and Disability Discrimination Act Action Plan.		Community Development Officer Disability Services										
Comments	<p>A new draft Access and Disability Inclusion Plan has been completed taking into considerations new legislative and reporting requirements. To develop the draft Access and Disability Inclusion Plan the following research activities and consultations have been completed:</p> <ul style="list-style-type: none"> * review of new legislation and regulations; * meetings with Local Government Association and other Councils; * one-to-one and small group consultations with technical officers across Council; * briefings to senior management team and Councillors; * review by an independent Access Consultant; and * working Group review with Council's key managers. <p>To prepare for implementation of the Plan, targeted access awareness training has been delivered to around 80 key staff across Council. The next stage of the project is to consult with community groups, service providers and residents and report to Council.</p>													
<input checked="" type="checkbox"/> Task	C1.1.2.1.2	Deliver Home Library Service and Library bus service.		Librarian (Gordon)										




Category	Code	Name	Progress Status	Responsible Officer
Comments		In the April - June 2014 quarter, Ku-ring-gai Library's Home Library Service delivered library resources to 163 housebound residents and 15 institutions. Over the Easter and Queen's Birthday Public Holiday period the team delivered a double selection for our clients to enjoy and alleviate the isolation many feel at these times of year. Our Librarius service once again brought 68 less mobile residents into the library so they could select library resources for themselves before being taken home again. The service now has two wheelchair bound patrons. One client is 99 years old and only gave up driving last year!		
Key Achievements		Since the Librarius upgrade to a wheelchair lift the 'bus' now has two wheelchair bound clients that come into the library on a weekly basis. Home Library Service has purchased several 'Book Seats' for patron's use to allow reading on any surface. These allow our clients to read without holding heavy library books for extended periods.		
 Term Achievement	C1.1.3	Our community facilities are accessible and function as cultural hubs to attract a range of users.		Director Community
Comments		Significant improvements have been undertaken to a number of community facilities including the complete refurbishment of the Gordon library. Work has progressed on the base build and fit out for the Ku-ring-gai Fitness and Aquatic Centre, with the YMCA appointed as facility managers. A review has been completed for the Marian Street Theatre, and a feasibility brief has been drafted for a cultural/visitors facility at the Wildflower Garden. <i>Delayed actions will be reviewed and progressed in the coming year - Year 1</i>		
 Critical Action	C1.1.3.1	Continue to enhance our community facilities.		Manager Community and Recreation
Comments		Significant improvements have been undertaken to our community facilities during the reporting period with the completion of the Gordon library refurbishment project in 2013 a major achievement. During the last 12 months Community and Recreation Services staff have been working towards opening the Ku-ring-gai Fitness and Aquatic Centre with YMCA appointed to run the facility from opening. YMCA have a range of accessible family and other programs in aquatics, program, outdoor gymnasium and in the program pool.		
Key Achievements		A major refurbishment of Gordon Library was completed in 2013. Comments received from many users have been favourable with the design choice of colour, furniture and the overall ambience that is felt when patrons are in the library. Sustainability measures included recycling old carpet, reupholstering a majority of existing furniture, recycling unwanted furniture and reusing equipment. The appointment of the YMCA under an expert Operator Model will see the facility open with the most flexible model for management as per current Industry best practice. Fit out of the Gym and Cafe is underway by the builder and is currently at 50% completion. Industry leading fitness equipment, flooring and access control systems has been procured. The YMCA and Council staff have developed a comprehensive marketing, membership and program plan for the Ku-ring-gai Fitness and Aquatic Centre to commence 8 weeks prior to the centre opening.		
 Task	C1.1.3.1.1	Coordinate the Gordon Library refurbishment.		Librarian (Gordon)
Comments		Most of the outstanding work has now been completed and we are awaiting small defects to be attended to before October, 2014.		
Key Achievements		Community responses continue to be positive with the refurbishment of Gordon Library. Comments received have been favourable with the design choice of colour, furniture and the overall ambience that is felt when patrons are in the library. Library visits have increased by 13.29% and many afternoons all seating is fully utilised.		
 Task	C1.1.3.1.2	Coordinate the West Pymble Pool fit out and engage suitable operator.		Team Leader Community & Recreation
Comments		In addition to major fitout/equipment purchases last quarter, all major purchases to complete the assignment have been fulfilled. In addition to the gym equipment and flooring, items such as entry/exit security gates, AV systems, cafe equipment and furniture, childminding equipment and furniture, lockers for the pool deck and gym and greenwall provision and installation have been ordered and waiting on delivery/installation pending completion date. Minale Tattersfield have been contracted for the design management of signage internal and external to the facility.		




Category	Code	Name	Progress Status	Responsible Officer
Key Achievements		<p>YMCA have been engaged on a weekly basis regarding all major purchases to ensure both parties are satisfied with the fitout and equipment chosen. Smaller equipment items for the facility will need to be coordinated with YMCA in the next quarter.</p> <p>The appointment of the YMCA under an expert Operator Model will see the facility open with the most flexible model for management as per current Industry best practice.</p> <p>The fit out of the Gym and Cafe is underway by the builder.</p> <p>Industry leading fitness equipment, flooring and access control systems has been procured.</p>		
 Task	C1.1.3.1.3	Coordinate West Pymble Pool and Leisure Centre programs to provide a range of services and uses to targeted users groups.		Team Leader Community & Recreation
Comments		<p>Fitout and equipment procurement will see an excellent product in aquatic, pool and outdoor programs.</p> <p>Council has coordinated with YMCA to host a stall at the Australia Day Festival and Festival on the Green.</p> <p>Full promotion of the facility's programs and services will commence in August 2014.</p> <p>YMCA promoted their brand as the facility manager, provided basic information about the facility and developed a range of suitable programs.</p>		
Reason		The program and membership drive will be coordinated at a later date close to opening.		
Remedial Action		Council and YMCA prepare and coordinate a range of family and other programs and services that will target a wide market of the community. KMC and YMCA have planned membership and programs to appeal to a wide community.		
Key Achievements		<p>Developed and designed industry leading programs and equipment for the gym.</p> <p>Developed fees and charges, marketing program in partnership with the YMCA.</p> <p>YMCA are managing information line calls and website.</p> <p>Program and membership drive developed will be launched in August 2014.</p>		
 Critical Action	C1.1.3.2	Investigate opportunities for a local multipurpose cultural facility.		Manager Community and Recreation
Comments		<p>During the reporting period the development of a feasibility study was delayed whilst immediate visitor services and resources were addressed. A detailed briefing on the Wildflower Garden Cultural and Environmental Centre project took place in March 2014.</p> <p>The feasibility brief is now being drafted prior to a site visit to reflect Environmental Levy funding and other funding sources and to scope the potential scale of the Centre.</p> <p>The majority of the funding for planning was identified for next financial year.</p>		
Reason		A revised timeline has been developed to allow internal stakeholders to clarify and determine a suitable location, business model and funding for the Wildflower Garden Cultural and Environmental Centre project.		
Remedial Action		Work programs are being adjusted to take into account new timeframes.		
 Task	C1.1.3.2.1	Undertake a Feasibility Study and identify funding sources to progress the Wildflower Garden Cultural and Environmental Centre project.		Environmental Levy Natural Areas Program Leader
Comments		A Councillor briefing on the Wildflower Garden Cultural and Environmental Centre project took place in March 2014, followed by a site inspection and further scoping, to determine exactly what is required at the site. A number of potential locations for the Centre, within the St Ives Precinct, have since been considered and a preferred location has been decided on. A Councillor site inspection will take place in early 2014/2015 so that the preferred location and current project direction can be endorsed.		
Reason		Prioritising other issues at the Wildflower garden has delayed progress.		
Remedial Action		A task to complete the work is proposed to be included in Council's adopted 2014/2015 Operational Plan.		
 Term Achievement	C2.1.1	Ku-ring-gai's rich cultural diversity and creativity is celebrated through programs and events.		Director Community




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Comments	<p>A program of events that celebrate Ku-ring-gai's cultural diversity, including Harmony Day and the Guringai Festival, have been designed and/or implemented. The St Ives Festival on the Green and the Music in the Park concerts were very successful with high attendances. A range of events catering for varied audiences were presented including the Wildflower Festival and the Silent Film Festival at the Wildflower Garden. Communications promoted Council's events via the Ku-ring-gai Update newsletter, media releases, advertising, social media, bus shelter posters, the website, electronic kiosks, flyers and library docketts.</p> <p><i>Progressing in accordance with Delivery Program - Year 1</i></p>			
 Critical Action	C2.1.1.1	Opportunities are identified, provided and promoted for the community to share cultural experiences.		Manager Community Development
				Manager Community Development
Comments	<p>During 2013/2014 Council organised, sponsored and supported a wide ranging and successful series of events that reflected both cultural diversity and creativity in Ku-ring-gai. Highlights included Harmony Day celebrations, International Women's Day event, annual children's voices for reconciliation concert, Chinese and Korean Moon Festival and Family fun Day.</p> <p>C2.1.1.1.A - below target due to delayed opening of Aquatic and Fitness Centre.</p>			
 Task	C2.1.1.1.1	Promote and support a range of cultural and nationally significant events through Council e.g. Reconciliation Week, International Women's Day, Refugee Week, Harmony Day.		Manager Community Development
Comments	<p>Harmony Day 2014 was successfully celebrated in partnership with the Community Migrant Resource Centre and local community groups. Activities included various cultural performances, short films depicting Australia's cultural diversity, multicultural food and a harmony tree promoting messages of peace, inclusion and understanding.</p> <p>International Women's Day event was successfully held at the Ku-ring-gai Library Secret Garden and included guest speakers and multicultural performances. Over 150 people participated in the celebration which was run in partnership with the Community Migrant Resource Centre. The potential of future generations of women was explored by the various guest speakers who all came from various cultural backgrounds, ages and Australian settlement experiences.</p> <p>Over 220 local young united to have their voices heard at our annual Children's Voices for Reconciliation Concert at Ravenswood School for Girls as part of the annual Guringai Festival. The master of ceremonies was Aboriginal singer, poet, didgeridoo master and educator Gumaroy Newman who expertly intertwined the theme of reconciliation with the performances by students consisting of music, poetry, and dance. The event opened by the Mayor of Ku-ring-gai and emphasised the importance of young people's involvement as leaders in the process of reconciliation and their role in forging greater understanding between indigenous and non-indigenous Australians.</p> <p>A Korean Cultural Learning Day was held in partnership with the St Andrews Uniting Church and Community Migrant Resource Centre, to promote Korean culture to young children through a variety of fun and educational activities. The activities included Korean Tradition Games, Yummy Cooking Session, Korean Mask Craft Workshop and Korean Traditional Costume Dressing Up & Free Instant Photo. A Chinese and Korean Moon Festival and Family Fun Day was also held at the Killara High School in partnership with a number of organisations including the Community Migrant Resource Centre, Australian Asian Cultural Association, Ku ring gai Local Area Command NSW Police, Korean Cultural Office, Medicare Local, Australian Korean Welfare Association. The event was attended by over 700 people during the day and involved multiple cultural performances, display stalls and exhibitions. Chinese Parenting Education Workshops were conducted in association with the Community Migrant Resource Centre in Lindfield, covering areas such as study stress, teenage rebellion and depression.</p>			
 Task	C2.1.1.1.2	Provide free access to a range of information and lending services including Local Studies.		Technical Services Librarian





Category	Code	Name	Progress Status	Responsible Officer
Comments		The popularity of Gordon Library continues to grow. Visitor figures continued to increase especially in Gordon. The borrowing of materials has remained steady, with no significant increase on the same period last year. Membership is starting to increase again with stronger growth in residents joining the library (15% increase) and to a lesser extent non residents (9% increase).		
Key Achievements		Increased diversification in the Library's collection to accommodate a wide range of users and their needs including electronic magazines, books and databases and Chinese-language material.		
 Critical Action	C2.1.1.2	A program of cultural events is developed to celebrate our diversity.		
				Manager Corporate Communications
Comments		A program of events that celebrate the cultural diversity of the area have been designed and/or implemented during the reporting period. Planning is underway for the Wildflower Festival, The St Ives Medieval Faire and Lost in the 50's, and planning has commenced for a Silent Film Festival at the Wildflower Garden. Communications promoted Council's events via the Ku-ring-gai Update newsletter, media releases, advertising, social media, bus shelter posters, the website, electronic kiosks, flyers and library docketts.		
 Task	C2.1.1.2.1	Develop, deliver and promote events at the St Ives Showground and Wildflower Gardens.		St Ives Precinct Coordinator
Comments		The Silent Film Festival has been very successful for the Retirement Village and older residents. We will continue to offer films to the daytime seniors market on a monthly basis at \$15 per head. Planning for the St Ives Medieval Festival is well underway with strong ticket sales, including families. The 2014 Wildflower Festival is planned for the 31st August and promises to be an entertaining and educational day. The next two major events for the St Ives Precinct, the Lost in the 50's event and the Music Concert in the planning stages.		
Key Achievements		The development of a series of Tourist Events for the St Ives Precinct has been the key achievement. The St Ives Medieval Faire, Lost in the 50's, Music Concert and an Outdoor Living Expo. Development successful Silent Film Festival at Caley's in the Wildflower Garden. The Wildflower Festival for 2014 is organised and will be a feature of the Precinct Program. The Precinct has attracted the Trapeze operation from The Sydney Entertainment Quarter and it is already establishing a strong following. The Precinct has a proposal for the installation of a commercial High Ropes Operation and is awaiting the approval of the Plan of Management for the Precinct. The Showground and surrounding tracks has become a centre for community fun runs, orienteering and trail run events.		
 Task	C2.1.1.2.2	Promote cultural events to the whole community via Council's communication methods e.g. social media and website.		Manager Corporate Communications
Comments		Council events were promoted via the Ku-ring-gai Update newsletter, media releases, advertising, social media, bus shelter posters, the website, electronic kiosks, flyers and library docketts. Major events included Anzac Day and Festival on the Green.		
 Task	C2.1.1.2.3	Promote opportunities for cultural groups to stage events consistent with Council's Sponsorship policy.		Manager Corporate Communications
Comments		Council approved the program of sponsorships for the 2013/2014 financial year, which included sponsorship of a number of very popular events including the 2013 Carols in the Park event, the Ku-ring-gai Arts Society Annual Award Exhibition, the Ku-ring-gai Chase Fun Run, the Wahroonga Food and Wine Festival and the St Ives Food and Wine Festival.		
 Term Achievement	C3.1.1	Our community is engaged in shaping the identity of their local areas and feel secure and socially connected.		Director Community
Comments		A range of community initiatives that encourage community connectiveness have been delivered throughout the year. Successful events include the monthly citizenship ceremonies and welcome basket functions. Council also provides programs and events for targeted audiences including seniors, children and youth. Community events include the popular Festival on the Green and the Festival of the Wildflowers, along with Council sponsored		





Category	Code	Name	Progress Status	Responsible Officer
		<p>food and wine festivals. Council, in partnership with other organisations such as the Ku-ring-gai Youth Development Service, the Ku-ring-gai Police and the Community Safety Committee, presented a range of community safety forums throughout the year.</p> <p><i>Progressing in accordance with Delivery Program - Year 1</i></p>		
 Critical Action	C3.1.1.1	Enhance opportunities for social interaction to foster participation and encourage a sense of pride in the community.		
			Manager Corporate Communications	
Comments		<p>A range of community initiatives, including citizenship ceremonies and welcome basket functions, along with specific events and programs for targeted audiences eg Seniors, Children and Youth events, were conducted throughout the reporting period. Council has also sponsored a number of events in the community - these events enhance our community connectiveness and foster a sense of pride in Ku-ring-gai.</p>		
 Task	C3.1.1.1.1	Deliver programs for residents e.g. Citizenship ceremonies, Welcome Basket Morning Tea, Australia Day, Festival on the Green, Music in the Park.		Events Coordinator
Comments	<p><u>Citizenship Ceremonies</u> Citizenship ceremonies were held in April, May and June. Planning is underway for the July ceremony.</p> <p><u>Festival on the Green</u> A record turnout of over 35,000 people came to enjoy a fantastic day of fun, food and entertainment at Ku ring gai Council's 10th anniversary of the Festival on the Green event on Sunday May 4 at St Ives Village Green. Highlights of the day included an interactive live show with Peppa Pig, circus and aerial performance by Ashton's Family Circus, over 750 local community performers from choirs, bands and dance groups, a circus skills workshop, baby animal farm, jumping castle, face painting, roaming performers, mini trains, amusement rides and 100 stalls providing arts and crafts, gourmet food from around the globe, community and Council information.</p> <p><u>Guringai Festival</u> A number of successful events were held in Ku-ring-gai to celebrate the Guringai Festival during May and June including Children's Voices for Reconciliation, an Aboriginal Heritage Walk, Aboriginal culture walks in the Wildflower Garden and an Author Encounter with Anita Heiss. In July, the Wildflower Garden will hold Bush kids events to celebrate NAIDOC Week and the Guringai Festival.</p> <p><u>Twilight Concert</u> Planning is underway for the Twilight concert which will be held in Wahroonga Park on Saturday 18 October. Entertainment is confirmed and will include Darren Percival (2012 runner-up from The Voice and The High Rollers Band Buble Show).</p> <p><u>Australia Day</u> Planning is underway for the 2015 Australia Day Celebrations. A resident survey is being undertaken to determine what time of day residents would like the event to be held, and what types of entertainment they would prefer including a fireworks display. Entertainment is currently being sourced.</p>			





Category	Code	Name	Progress Status	Responsible Officer
Key Achievements		<u>Festival on the Green</u> A record turnout of over 35,000 people came to enjoy a fantastic day of fun, food and entertainment at Ku-ring-gai Council's 10th anniversary of the Festival on the Green event on Sunday May 4 at St Ives Village Green. Young fans of Peppa Pig were delighted by the fun and interactive live show as well as the opportunity to meet and greet the popular children's character. Ashton's Family Circus also dazzled the crowds with its circus and aerial performances. Over 750 local community performers from choirs, bands and dance groups also entertained festival goers with their fantastic performances throughout the day. The circus skills workshop was a hit with children, as were the baby animal farm, jumping castle and face painting. Roaming performers Fifi the Poodle, Griego the Roving Magician, the circus on stilts and the Memphis Moovers also entertained throughout the day. The two mini trains were packed all day, as were the amusement rides. The 100 stalls at the event provided a wide array arts and crafts, gourmet food from around the globe, and various community and Council information.		
 Task	C3.1.1.1.2	Promote and deliver a program of civic awards including Australia Day Awards, Volunteer recognition awards, Gems of Ku-ring-gai, Community competitions and Mayoral awards.		Manager Community Development
Comments		Volunteers Thank You Luncheon was held to acknowledge the contribution of volunteers to local community groups, service providers and residents. The event was attended by over 180 volunteers and local Home and Community Care services operating in the Ku-ring-gai and Hornsby local government areas. Each volunteer received an appreciation certificate, gift bag and various prizes were given out throughout the luncheon. The Seniors Mayoral Awards incorporating individual and community group awards were run during the Seniors Festival. Each nominee was presented with a certificate of appreciation and the winners from each category received a plaque noting their achievements. The Australia Day Awards were successfully completed this year incorporating Citizen of the Year, Young Citizen of the Year, Outstanding Service to the Community (individual) and Outstanding Service to the Community (group). The winners of the various categories were very appreciative of the public recognition they had received and all had made significant contributions to their local community.		
 Critical Action	C3.1.1.2	Facilitate and promote community safety and social initiatives.		Manager Community Development
Comments		In partnership with the Ku-ring-gai Police and Community Safety Committee and Ku-ring-gai Police, Council conducted 2 Parent Forums on survival strategies for teaching young people to drive. The Forums were attended by over 86 parents and young people and achieved a satisfaction rating of over 95%. In cooperation with Hornsby Police, Neighbourhood Watch, Rotary Clubs and Council staff, a draft How to Report Crime document, has been prepared to assist residents to report crime to the relevant authorities. The flyer contains information on reporting crime, graffiti, suspicious behaviour, abandoned trolleys, emergency services information etc. The flyer will also be available on Council's website and distributed to neighbourhood watch groups community groups, local business and service providers. Council has facilitated the participation of the Rotary Club of St Ives in graffiti removal including support for special graffiti blitz days involving local community members. A Children's Protective Behaviours forum was held in partnership with the Ku-ring-gai Local Area Command - NSW Police, Protective Behaviours NSW and Northshore Mum's Group. The workshop was attended by over 80 parents and covered areas such as how to talk to children about self-protection, recognition of signs of children in danger and local services available to parents. Council also supported a number of Neighbourhood Watch Groups in Ku-ring-gai to print newsletters for distribution to local residents and business. In cooperation with the Ku-ring-gai Police, a safety audit was conducted in the vicinity of Marian Street Theatre and Selkirk Park, in response to some anti-social behaviour. This also included a letter drop to local households encouraging them to report suspicious activity to Police.		
 Task	C3.1.1.2.1	Resource and support local community safety initiatives e.g. Eyewatch, Neighbourhood Watch, safety expo's and seminars etc.		Manager Community Development
Comments		In partnership with the Ku-ring-gai Police and Community Safety Committee and Ku-ring-gai Police we conducted 2 Parent Forums on Survival Strategies for Teaching Young People to Drive. The Forums were attended by over 86 parents and young people and achieved a satisfaction rating of over 95%.		






Category	Code	Name	Progress Status	Responsible Officer
<p>In cooperation with Hornsby Police, Neighbourhood Watch, Rotary Clubs and Council staff a draft "How to Report Crime' Flyer?" has been prepared to assist residents to report crime to the relevant authorities. The flyer contains information on reporting crime, graffiti, suspicious behaviour, abandoned trolleys, emergency services information etc. The flyer will also be available on Council's website and distributed to neighbourhood watch groups community groups, local business and service providers.</p>				
	Term Achievement	C3.1.2	Volunteers are valued, recognised and supported in providing services to the community.	Director Community
Comments	<p>Volunteer referrals to Home and Community Services (HACC) continued to be very strong this year, resulting in new volunteers for services such as Meals on Wheels, Easy Care Gardening and other social support programs delivered through the Ku-ring-gai Neighbourhood Centre and Lifeline. Throughout the year volunteers attended training sessions that dealt with topics such as "boundaries", "dementia awareness", "manual handling" and "living an independent life". Awareness raising sessions, and publicity for volunteering opportunities, were held to encourage residents to take an active interest in volunteering in their community. In addition, a survey of all HACC Volunteer services in Northern Sydney was undertaken to assess their volunteer support needs and to plan for next year's training program. Bush care runs quarterly work health and safety (WHS) sessions for bush care volunteers. Volunteers are recognised for their contribution to the community through a number of celebrations including the annual Volunteers Thank You Luncheon in conjunction with International Volunteer Day, and Volunteer Award ceremonies.</p> <p><i>Progressing in accordance with Delivery Program - Year 1</i></p>			
	Critical Action	C3.1.2.1	Volunteer programs are developed and implemented across the Local Government Area.	Manager Community Development
Comments	<p>During the reporting period there were 149 enquiries and 96 referrals to Home and Community Services (HACC). These included Meals on Wheels, Easy Care Gardening and other social support programs run by Ku-ring-gai Neighbourhood Centre and Lifeline. Potential volunteers not suitable for HACC services due to the preferences/ability were referred to non HACC organisations in the region. In addition, 141 volunteers attended training sessions that dealt with topics such as "boundaries", "dementia awareness", "manual handling" and "living an independent life". Evaluations were completed after each training session with an average satisfaction rating of 95%. Council's Volunteer Coordination Service conducted 2 Volunteer Question and Answer sessions at Gordon library to raise awareness of volunteering opportunities and encourage residents to take an active interest in their community. In addition a survey of all HACC Volunteer services in Northern Sydney was undertaken to assess their volunteer support needs and to plan for next years training program. A Volunteers Thank You Luncheon was held to acknowledge the contribution of volunteers to local community groups, service providers and residents. The event was attended by over 180 volunteers and local Home and Community Care services operating in the Ku-ring-gai and Hornsby local government areas. Each volunteer received an appreciation certificate, gift bag and various prizes were given out throughout the luncheon. The 2013 Ku-ring-gai Community Grants Program was completed with over \$131,000 distributed to 55 local groups. The range of volunteer organisations supported included children services, youth services, sporting groups, seniors and disability services, arts/cultural groups, scouts and guides. The 2014 Ku-ring-gai Community Grants Program has commenced with a submission writing workshop that was held in May. The acquittal process has been completed for 2013, and guidelines and application forms were updated and information sent to prospective applicants. There are currently 602 active volunteers at 135 Bushcare sites and 210 active volunteers at 44 Streetcare and Parkcare sites. Bushcare, Streetcare and WildThings held 8 workshops during the last half year: (i) local provenance; (ii) ticks; (iii) bird habitat in fire prone lands; (iv) digital photography; (v) fire and rainforests, (vi) bushcare WHS, (vii) social bees and (viii) wildlife friendly gardens, which had a combined attendance of 280. Three 3 corporate days were held with participants from the Church of the Latter Day Saints and LG Super, with 68 attendees. The Bushcare NSW and Envirotube twitter accounts now have 545 followers and the WildThings website (a collaboration between WildThingsNSW and Council) received 4,400 unique visits in the past 2 quarters. Turrumurra Lookout Park community garden continues to grow, adding 4 individual plots during the past 2 quarters, and now has approximately 50 members. The smaller West Pymble community garden is undertaking a refurbishment to make it more attractive to its local community.</p>			
	Task	C3.1.2.1.1	Facilitate new opportunities for volunteering by the community to achieve community goals.	Community Development Officer Aged & Disability






Category	Code	Name	Progress Status	Responsible Officer
Comments		<p>During this period there were 149 enquiries and 96 referrals to Home and Community Services (HACC) such as Meals on Wheels, Easy Care Gardening and Social Support programs run by Ku-ring-gai Neighbourhood Centre and Lifeline. Potential volunteers not suitable for HACC services due to the preferences/ability were referred to non HACC organisations in the region.</p> <p>During this period 141 volunteers attended training sessions that dealt with topics such as "boundaries", "dementia awareness", "manual handling" and "living an independent life". Evaluations were completed after each training session with an average satisfaction rating of 95%.</p> <p>Council's Volunteer Coordination Service conducted 2 Volunteer Question and Answer sessions at Gordon library to raise awareness of volunteering opportunities and encourage residents to take an active interest in their community. In addition a survey of all HACC Volunteer services in Northern Sydney was undertaken to assess their volunteer support needs and to plan for next years training program.</p> <p>A Volunteers Thank You Luncheon was held to acknowledge the contribution of volunteers to local community groups, service providers and residents. The event was attended by over 180 volunteers and local Home and Community Care services operating in the Ku-ring-gai and Hornsby local government areas. Each volunteer received an appreciation certificate, gift bag and various prizes were given out throughout the luncheon.</p>		
 Task	C3.1.2.1.2	Provide resources and support funding through grants programs.		Manager Community Development
Comments		<p>The 2013 Ku-ring-gai Community Grants Program was completed with over \$131,000 distributed to 55 local groups. The range of volunteer organisations supported included children services, youth services, sporting groups, seniors and disability services, arts/cultural groups, scouts and guides.</p> <p>The 2014 Ku-ring-gai Community Grants Program has commenced including: submission writing workshop held in May, acquittal process completed for 2013, guidelines and application forms updated and information sent to prospective applicants.</p>		
 Task	C3.1.2.1.3	Implement bushcare and streetcare programs.		Supervisor Bushcare Volunteers
Comments		<p>There are currently 602 active volunteers at 135 Bushcare sites and 210 active volunteers at 44 Streetcare and Parkcare sites. Bushcare, Streetcare and WildThings held 8 workshops during the last half year: (i) local provenance; (ii) ticks; (iii) bird habitat in fire prone lands; (iv) digital photography; (v) fire and rainforests, (vi) bushcare WHS, (vii) social bees and (viii) wildlife friendly gardens, which had a combined attendance of 280. Three 3 corporate days were held with participants from the Church of the Latter Day Saints and LG Super, with 68 attendees. The Bushcare NSW and Envirotube twitter accounts now have 545 followers and the WildThings website (a collaboration between WildThingsNSW and Council) received 4,400 unique visits in the past 2 quarters. Turramurra Lookout Park community garden continues to grow, adding 4 individual plots during the past 2 quarters, and now has approximately 50 members. The smaller West Pymble community garden is undertaking a refurbishment to make it more attractive to its local community.</p>		
Key Achievements		The Bushcare NSW and Envirotube twitter accounts now have 545 followers and the WildThings website (a collaboration between WildThingsNSW and Council) received 4,400 unique visits in the past 2 quarters.		
 Critical Action	C3.1.2.2	Volunteers are supported through training and participation.		Manager Community Development
Comments		<p>During the reporting period there were 149 enquiries and 96 referrals to Home and Community Services (HACC) such as Meals on Wheels, Easy Care Gardening and Social Support programs run by Ku-ring-gai Neighbourhood Centre and Lifeline. Potential volunteers not suitable for HACC services due to the preferences/ability were referred to non HACC organisations in the region. In addition 141 volunteers attended training sessions that dealt with topics such as "boundaries", "dementia awareness", "manual handling" and "living an independent life". Evaluations were completed after each training session with an average satisfaction rating of 95%. Council's Volunteer Coordination Service conducted 2 Volunteer Question and Answer sessions at Gordon library to raise awareness of volunteering opportunities and encourage residents to take an active interest in their community. In addition a survey of all HACC Volunteer services in Northern Sydney was undertaken to assess their volunteer support needs and to plan for next year's training program.</p> <p>Bushcare runs quarterly work health and safety (WHS) sessions for bushcare volunteers. These workshops also give an overview of the history of Bushcare, the services Council provides to the volunteers and discussions about the importance of habitat. In addition to this formal presentation, each Bushcare/Streetcare site is assessed for risk and before any work starts on a site, the volunteers are given a short talk about the particular dangers and issues they should be aware of on their Bushcare/Streetcare site.</p> <p>A review and development of a corporate Volunteer Management Policy will be conducted in line with the review of all Human Resources policies.</p>		








Category	Code	Name	Progress Status	Responsible Officer
Reason	The Human Resources & Risk section was not able to complete this task due to limited resources.			
Remedial Action	A review and development of a corporate Volunteer Management Policy will be conducted in line with the review of all Human Resources policies.			
 Task	C3.1.2.2.1	Develop Volunteer Management Policy.		Co-ordinator Human Resources Operations
Comments	A review and development of a corporate Volunteer Management Policy will be conducted in line with the review of all Human Resources policies.			
Reason	The Human Resources & Risk section was not able to complete this action item due to limited resources.			
Remedial Action	The review of this policy has been included in the review program for all human resources policies which has now commenced and is due for completion by June 2015. A task to complete this work is included in Council's adopted 2014/2015 Operational Plan.			
 Task	C3.1.2.2.2	Provide training and support for volunteers and volunteer organisations.		Manager Community Development
Comments	<p>During this period there were 149 enquiries and 96 referrals to Home and Community Services (HACC) such as Meals on Wheels, Easy Care Gardening and Social Support programs run by Ku-ring-gai Neighbourhood Centre and Lifeline. Potential volunteers not suitable for HACC services due to the preferences/ability were referred to non HACC organisations in the region.</p> <p>During this period 141 volunteers attended training sessions that dealt with topics such as "boundaries", "dementia awareness", "manual handling" and "living an independent life". Evaluations were completed after each training session with an average satisfaction rating of 95%.</p> <p>Council's Volunteer Coordination Service conducted 2 Volunteer Question and Answer sessions at Gordon library to raise awareness of volunteering opportunities and encourage residents to take an active interest in their community. In addition a survey of all HACC Volunteer services in Northern Sydney was undertaken to assess their volunteer support needs and to plan for next years training program.</p>			
 Critical Action	C3.1.2.3	Volunteers are recognised for their contribution to the local community.		Manager Community Development
Comments	<p>During this period all HACC services provided their volunteers with diaries in appreciation of their contribution and a volunteer, and pamper sessions were offered to celebrate International Volunteer Day. A Volunteers Thank You Luncheon was held to acknowledge the contribution of volunteers to local community groups, service providers and residents. The event was attended by over 180 volunteers and local Home and Community Care services operating in the Ku-ring-gai and Hornsby local government areas. Each volunteer received an appreciation certificate, gift bag and various prizes were given out throughout the luncheon. Council's Volunteer Service in cooperation with other volunteer services in Northern Sydney and the NSW Centre for Volunteering organised 2 Volunteer Award ceremonies. These annual events are a great way to acknowledge the valuable work of volunteers and their contribution to the community. Over 150 volunteers attended both events and each received a recognition certificate and a small gift. Ku-ring-gai also celebrated International Volunteer Day on December 5 with an afternoon hosted by the Mayor - further acknowledging the importance of volunteering to community organisations and residents. In recognition of the work undertaken by volunteers over 700 diaries were distributed to over 700 Home and Community Care volunteers in Ku-ring-gai.</p> <p>Bushcare/Streetcare is one of Australia's largest environmental volunteer programs. This collaboration between Council and the community enables a large amount of environmental work to be done in areas that Council otherwise wouldn't have the resources to do.</p> <p>In recognition of the good work the community does, Council acknowledges them in a number of ways each year:</p> <ul style="list-style-type: none"> * Volunteer week – thank you card sent out to convenors of Bushcare/Streetcare groups and significant individuals; * End of year Christmas lunch for Bushcare/Streetcare volunteers with guest speaker; and * Ku-ring-gai Bushcare Association awards supplied by Council for most improved site and best morning tea. 			
 Task	C3.1.2.3.1	Volunteers are recognised and rewarded for their efforts.		Manager Community Development
Comments	<p>During this period all HACC services received diaries and calendars to hand out to their volunteers in appreciation of their contribution and a volunteer pamper session was offered to celebrate International Volunteer Day.</p> <p>A Volunteers Thank You Luncheon was held to acknowledge the contribution of volunteers to local community groups, service providers and residents. The event was attended by over 180 volunteers and local Home and Community Care services operating in the Ku-ring-gai and Hornsby local government areas. Each volunteer received an appreciation certificate, gift bag and various prizes were given out throughout the luncheon.</p>			








Category	Code	Name	Progress Status	Responsible Officer										
 Term Achievement	C4.1.1	A range of cultural, recreational and leisure facilities and activities are available to encourage social interaction and stimulate everyday wellbeing.		Director Community										
Comments	<p>The Active Ku-ring-gai program has been very successful this year with increases in participation rates and the number of programs delivered. Highlights are the addition of the Gordon walking groups, and growth of the junior golf program. Sporting clubs, associations and schools have provided generally positive feedback about the provision of sports ground facilities for the year. A number of tennis courts have been re-surfaced and Operations staff have worked with the sporting clubs in improving the condition of sports fields. A review of the Unstructured Recreational Strategy can not be undertaken this financial year due to staff resource limitations. This project is proposed to be deferred to 2014/2015.</p> <p><i>Progressing in accordance with Delivery Program - Year 1</i></p>													
 Critical Action	C4.1.1.1	Programs are delivered in collaboration with agencies and partners to encourage healthy and active lifestyles.		Manager Community and Recreation										
			<table border="1"> <thead> <tr> <th>Code</th> <th>Performance Indicator</th> <th>Yearly Target</th> <th>Units</th> <th>Achieved to date</th> </tr> </thead> <tbody> <tr> <td>C4.1.1.1.A</td> <td>Participation in active recreation programs supported by Council.</td> <td>800</td> <td>Registrations</td> <td>2,138</td> </tr> </tbody> </table>		Code	Performance Indicator	Yearly Target	Units	Achieved to date	C4.1.1.1.A	Participation in active recreation programs supported by Council.	800	Registrations	2,138
Code	Performance Indicator	Yearly Target	Units	Achieved to date										
C4.1.1.1.A	Participation in active recreation programs supported by Council.	800	Registrations	2,138										
Comments	<p>Throughout the reporting period the overall number of registrations in the Active Ku-ring-gai programs have increased with the addition of Gordon walking groups and growth in the junior golf program. All clubs, associations and schools have generally positive feedback about the provision of sports ground facilities for the year, with Council Operations staff working to improve problem areas with the sporting clubs. A review of the Unstructured Recreational Strategy can not be undertaken this financial year due to staff resource limitations. This project is proposed to be deferred to 2014/2015.</p>													
Key Achievements	<p>New family friendly and seniors programs are being developed for the Ku-ring-gai Fitness and Aquatic Centre in partnership with the YMCA, and programming for the new Charles Bean Sports field (synthetic) at Lindfield is successful with the Northern Suburbs Football Association, University of Technology, and Defence Housing Australia. There has been an increase in participation in Active Ku-ring-gai programs, particularly the Gym Without Walls program. One of Council's Active Ku-ring-gai Programs, the Gordon Walking Group, is featured in the Heart Foundation's National Calendar 2013/2014. Opening of the new Charles Bean synthetic field at Lindfield has been very successful with significant bookings for 2014 for football, University of Technology classes and other community use. The futsal/multipurpose facilities at West Lindfield Sport and Recreation Club, Lindfield were also competed to a high standard by the Club offering another range of programs in the area.</p>													
 Task	C4.1.1.1.1	Develop and deliver Active Ku-ring-gai programs to support the community to lead healthy lifestyles.		Team Leader Community & Recreation										
Comments	<p>Active Ku-ring-gai has further developed programs in 2013/2014 achieving significant growth in walking groups and pilates in 2014.</p>													
Key Achievements	<p>Active Ku-ring-gai term programs had 1,025 participants and increase of 4.2%. Active Ku-ring-gai holiday programs had 1,113 participants an increase of 40%. The stand out performer was the Heart Foundation Walking groups with 266 participants equivalent to an increase of 120%.</p>													
 Task	C4.1.1.1.2	Develop and implement sports programs in co-operation with local sporting clubs and providers.		Team Leader Community & Recreation										
Comments	<p>Feedback from summer season stakeholders was positive regarding the condition and delivery of maintenance of the sportsgrounds. The Winter season commenced in April 2014. Charles Bean Synthetic Field opened in January 2014 and has had a positive start giving Council a new state of the art synthetic surface.</p>													






Category	Code	Name	Progress Status	Responsible Officer										
Key Achievements		<ul style="list-style-type: none"> * The new Charles Bean Sportsfield, Council's first synthetic sportsfield has opened for the 2014 winter season with 40 hours of use per week generated. * In partnership with local community groups, the following sporting events were successfully achieved Bobbin Head Cycle Classic and Lindfield Fun Run, the Special Olympics Ku-ring-gai Chase' Fun Run in Wahroonga. All events were a great success and very popular with the local community. * Roseville Park, St Ives Village Green, Kent Road & Allan Small Park tennis courts have all been upgraded in the 2013/2014 financial year which support improving the court programs. * Improved facilities at Golden Jubilee Sportsfield Wahroonga have resulted in improved programs for softball and baseball activities. * New trail running programs at St Ives Showground have been established. 												
 Task	C4.1.1.1.3	Review Unstructured Recreational Strategy and implement priority actions.		Environmental Levy Natural Areas Program Leader										
Comments	A review of the Unstructured Recreation Strategy will be conducted in 2014/2015.													
Reason	The staff resources required to undertake this review have not been available this year due to a number of competing work priorities.													
Remedial Action	A review of the Unstructured Recreation Strategy will be conducted in 2014/2015. The task to complete this work is included in Council's adopted 2014/2015 Operational Plan.													
 Term Achievement	C4.1.2	New and enhanced open space and recreational facilities have been delivered to increase community use and enjoyment.		Director Strategy & Environment										
Comments	The property acquisition program was completed for future open space and new road linkages in Lindfield, as part of the revitalisation of the Lindfield Local Centre. Council received industry recognition from the NSW Parks and Leisure Association, winning awards for both the Ku-ring-gai Open Space Acquisition Program and Council's design and construction of the new Greengate Park, Killara.													
<i>Progressing in accordance with Delivery Program - Year 1</i>														
 Critical Action	C4.1.2.1	Continue to deliver the objectives of Council's Open Space Strategy and Open Space Acquisition Strategy.		Manager Integrated Planning, Property & Assets										
<table border="1"> <thead> <tr> <th>Code</th> <th>Performance Indicator</th> <th>Yearly Target</th> <th>Units</th> <th>Achieved to date</th> </tr> </thead> <tbody> <tr> <td>C4.1.2.1.A</td> <td>Land acquired through S94 Contributions for new recreational open space.</td> <td>2,000</td> <td>m²</td> <td>3,376.5</td> </tr> </tbody> </table>					Code	Performance Indicator	Yearly Target	Units	Achieved to date	C4.1.2.1.A	Land acquired through S94 Contributions for new recreational open space.	2,000	m ²	3,376.5
Code	Performance Indicator	Yearly Target	Units	Achieved to date										
C4.1.2.1.A	Land acquired through S94 Contributions for new recreational open space.	2,000	m ²	3,376.5										
Comments	Council has now acquired all properties identified for future open space and new road linkages in Lindfield as part of the revitalisation of the Lindfield local centre. Whilst the extension of Cameron Park in Turramurra has been delayed and tender documents are still being finalised all other fully designed projects have been completed or are on target to be completed within the agreed timeline. The Wahroonga Park Playground tender has been awarded and construction works are progressing well, the tennis court upgrade works were completed in April 2014, and the installation of flood lighting at Golden Jubilee Fields has also been completed.													
Key Achievements	Council has now acquired all properties identified for future open space and new road linkages in Lindfield as part of the revitalisation of the Lindfield local centre. The Wahroonga Park Playground tender has been awarded and construction works are progressing well, whilst tennis court upgrade works and the installation of flood lighting at Golden Jubilee Fields have been completed.													
 Task	C4.1.2.1.1	Undertake acquisitions for new parks.		Manager Integrated Planning, Property & Assets										
Comments	In January 2014, Council acquired the final three properties in Lindfield identified for future open space which will contribute to the revitalisation of													




Category	Code	Name	Progress Status	Responsible Officer
Key Achievements		the Lindfield local centre. Council has now acquired all properties identified for future open space and new road linkages in the Lindfield local centre.		
 Task	C4.1.2.1.2	Complete the design for identified parks and include design principles which facilitate passive recreation activities.		Team Leader Urban Design
Comments		The final tender documents and construction drawings for Cameron Park extension, Turramurra are being finalised due to several variations.		
Reason		Variations to the concept designs have delayed the final tender documents and construction drawings for Cameron Park extension, Turramurra.		
Remedial Action		A Project Control Group has been established for Cameron Park, the first meeting will be held on the 9th July 2014 and the project has been carried over into the 2014/2015 program.		
Key Achievements		Council has received two awards relating to Council's Open Space Strategy and Open Space Acquisition Strategy in this period, the awards are: * Parks and Leisure Association, Regional Award for Parks and Open Space Development, 2014 for Greengate Park, Killara. * Parks and Leisure Association, Regional Award for Open Space Planning, 2014 for Ku-ring-gai Open Space Acquisition Program. In the same period both projects have also been submitted for the National Parks and Leisure Association Awards. During this period the Ku-ring-gai Open Space Acquisition Program has been submitted for the Australian Institute of Landscape Architects National awards and to the Planning Institute of Australia for the Australian Award for Urban Design.		
 Task	C4.1.2.1.3	Construct parks at identified locations and include design principles which facilitate passive recreation activities.		Manager Open Space Projects
Comments		All fully designed projects have been completed or are on target to be completed within the agreed timeline. The contract for the construction of the Wahroonga Park Playground has been awarded and construction works are progressing well, Tennis Court Upgrade Works were completed by the end of April. The tender for the Golden Jubilee Fields was completed on time.		
 Term Achievement	C5.1.1	Our residents and visitors enjoy clean, safe, friendly and vibrant neighbourhoods.		Director Development & Regulation
Comments		All established public health and safety programs and regulatory services provided by Council achieved set outcomes for the community during 2013-2014. A policy for Crime Prevention Through Environmental Design (CPTED) will be progressed in 2014/2015. <i>Delayed actions will be reviewed and progressed in the coming year - Year 1</i>		
 Critical Action	C5.1.1.1	Implement accessibility improvement actions from the Pedestrian Access and Mobility Plan (PAMP) policy and Crime Prevention Through Environmental Design (CPTED) principles.		Manager Strategic Projects
Comments		The draft Pedestrian Access and Mobility Plan (PAMP) report was received during the period and is currently being reviewed. Scoping of the project to develop a Crime Prevention Through Environmental Design (CPTED) Policy indicated that insufficient resources were available to complete this project, which has been carried over to 2014/2015.		
Reason		Scoping of the project identified the need for additional resources for specialist consultant services to develop the CPTED Policy.		
Remedial Action		Council previously endorsed the task to be carried forward to the 2014/2015 Operational Plan.		
 Task	C5.1.1.1.1	Develop Crime Prevention Through Environmental Design Policy in consultation with internal and external stakeholder's and the community.		Sports & Recreational Planner
Comments		Scoping for this task identified that additional resources are required for its full completion. Those resources were not available in the 2013/2014 year		





Category	Code	Name	Progress Status	Responsible Officer
Reason		due to other project priorities. This was identified to be carried forward to the 2014/2015 Operational Plan. A brief was completed for consultants. Additional resources are required to develop the Crime Prevention Through Environmental Design (CPTED) Policy by a specialist consultant.		
Remedial Action		This task was identified during the December bi-annual reporting period to be carried forward to the 2014/2015 Operational Plan.		
 Task	C5.1.1.1.2	Implement recommendations of Crime Prevention Through Environmental Design policy at priority locations.		Principal Landscape Architect
Comments		A Crime Prevention Through Environmental Design (CPTED) report was completed for Bruce Avenue Park to assess the design prior to tender. Comments have been implemented where appropriate. This process will be adopted for all priority locations when the policy is completed in the 2014/15 Operational Plan year.		
Reason		Due to other competing priorities the Crime Prevention Through Environmental Design (CPTED) Policy could not be completed.		
Remedial Action		This task was identified during the December bi-annual reporting period to be carried over to the 2014/2015 Operational Plan.		
 Critical Action	C5.1.1.2	Implement programs to manage risks and impacts on public health and safety.		Manager Regulatory Services
Comments		Council's Companion Animal registration rate of 97% is considered amongst the highest in the State. Considerable work in educating animal owners has now improved outcomes including reduced times for the return of lost animals to their homes. The 2014 Dogs Day Out event was well attended by the community and provided a venue for Council and other local service providers to showcase their products and services. The swimming pool barrier inspection program continued to stretch Council's customer service resources. Council has 3 accredited certifiers on staff. To date 664 applications have been received, with 263 applications approved and 338 applications deferred awaiting remedial barrier repairs from pool owners.		
 Task	C5.1.1.2.1	Implement Council's adopted Companion Animals Management Plan 2011- 2016.		Team Leader Regulation
Comments		Set outcomes have been met in relation to Ku-ring-gai Council's adopted Companion Animals Management Plan 2011-2016. The overall registration rate of companion animals in Ku-ring-gai is at its highest recorded figure of 95.95% (Dogs 96.76% and Cats 93.71%). The increasing registration rates can be contributed to the ongoing unregistered animal audits and the education program which encourages owners to register their pets and continually update their details.		
Key Achievements		Ku-ring-gai Council has the highest percentage of registered companion animals in the State of New South Wales with 95.95% (Dogs 96.76% and Cats 93.71%). This high registration rate can be contributed to the ongoing unregistered animal audits and education program which encourages owners to register their pets and continually update the register with new owner/residential details. This high percentage rate is a reflection of the thorough and dedicated work practices of Councils Companion Animal Management Officer, Rangers Administration Officer and Area Ranger team.		
 Task	C5.1.1.2.2	Ensure all public buildings and multi occupancy residential buildings are compliant with Council's Annual Team Leader Compliance Health & Building Fire Safety Program.		
Comments		Annual fire safety statement returns have improved with over 90% of due statements received. Where errors are found the applicant is contacted to discuss these issues and a supplementary statement required. Outstanding statements have been reviewed with various actions taken.		
 Task	C5.1.1.2.3	Respond promptly to breaches of environmental and construction standards and take appropriate regulatory action.		Team Leader Compliance Health & Building






Category	Code	Name	Progress Status	Responsible Officer
Comments		Recent changes to the State Environmental Planning Policy (Exempt and Complying Codes) 2008 has expanded to include more forms of development. Given this change more people are taking up the exempt development options. This has resulted in more complaints being lodged with Council from residents unaware that they are not notified of exempt developments. More informed residents are also reviewing the SEPP Codes on privately certified developments adjoining their premises and lodging complaints on perceived non-compliances. The most common action is complaints of alleged non-complying works on privately certified sites. Residents request Council intervention instead of referring the matter to the certifier to review and respond. In cases where Council becomes involved developments are often is well advanced, resulting in lengthy investigations.		
 Task	C5.1.1.2.4	Adopt a plan for the Management of Private Swimming Pools in accordance with the Department of Local Government Guidelines.		Team Leader Compliance Health & Building
Comments		Swimming pool barrier compliance is an ongoing regulatory function based on a pro-active approach by staff when inspecting premises as part of their building certification activities, concerns raised by the public and the receipt of applications for swimming pool barriers to be inspected. To date the group have received 545 applications to inspect swimming pool barriers with 304 at various stages of compliance action. Ku-ring-gai Council has 13,540 swimming pools and spas registered on the NSW Swimming Pools Register. To date 263 Certificates of Compliance have been issued.		
 Task	C5.1.1.2.5	Implement food safety protection programs in accordance with joint NSW Food Authority & Council agreement.		Team Leader Compliance Health & Building
Comments		Inspection of all food preparation premises within Ku-ring-gai was achieved. Penalty notices were issued as appropriate. Officers continue to work with food businesses to ensure cleanliness and upgrading of facilities so as to ensure the highest standard of food quality. Officers actively participate in NSW Food Authority programs.		
 Task	C5.1.1.2.6	Ensure register of regulated systems and premises is updated and current.		Team Leader Compliance Health & Building
Comments		The Register of Regulated Systems continues to be maintained in accordance with the Public Health Regulations and a copy of this register has been provided to NSW Health.		
 Task	C5.1.1.2.7	Seek funding to implement Council's Abandoned Shopping Trolley Policy.		Manager Regulatory Services
Comments		The adopted Policy continued to be implemented. Flyers and posters were distributed to known hot spots and Regulatory Officers carried out regular patrols and reported abandoned trolleys to owners.		
 Term Achievement	C6.1.1	Council's planning approach to the provision of housing across Ku-ring-gai addresses the supply, choice and affordability needs of the community.		Director Strategy & Environment
Comments		Opportunities were investigated for potential public private partnerships to provide diverse and affordable housing on suitable Council landholdings. Further feasibility analysis will be undertaken for the Lindfield Community Hub. <i>Progressing in accordance with Delivery Program - Year 1</i>		
 Critical Action	C6.1.1.1	Investigate opportunities/locations to provide a range of housing choices.		Manager Urban & Heritage Planning
Comments		Investigations are continuing into the potential to provide a range of housing choices on suitable Council properties.		
 Task	C6.1.1.1.1	Undertake review of Council properties with the ability to provide alternative housing choices.		Team Leader Urban Design
Comments		This task is ongoing to assess the potential to provide a range of housing choices.		





Category	Code	Name	Progress Status	Responsible Officer
 Task	C6.1.1.1.2	Analyse Council land holdings available for potential development.		Team Leader Urban Design
Comments	This task is ongoing across a range of potential sites. Detailed economic feasibility studies have been completed for Council owned land on Woodford Lane, Lindfield. These identified potential for a mixed use development comprising retail, residential and community uses and will be reported to Council in 2014/2015.			
 Task	C6.1.1.1.3	Identify locations and undertake pre-feasibility studies.		Team Leader Urban Design
Comments	Feasibility studies have been completed for selected Council owned sites, including Woodford Lane, Lindfield (known as the Lindfield Community Hub). These will be reported to Council in 2014/2015.			
 Term Achievement	C6.1.2	Diversity and supply of new housing has been investigated to provide safe and responsive housing that addresses the changing population.		Director Strategy & Environment
Comments	The diversity and supply of Ku-ring-gai's housing is regularly monitored and reviewed in the context of changes to the area's demographic profile. Potential opportunities for affordable housing choices were reviewed during the year including an assessment of Council landholdings suitable for investigating opportunities for partnerships with housing providers. Further research will be required including an assessment of affordable housing models, housing provider requirements, funding mechanisms and government policy. <i>Progressing in accordance with Delivery Program - Year 1</i>			
 Critical Action	C6.1.2.1	Council investigates and explores opportunities to develop partnerships with stakeholders to provide affordable housing choices.		Manager Urban & Heritage Planning
Comments	A review of suitable Council landholdings is continuing for potential partnerships. Initial progress has been made in relation to the potential development of the Lindfield Community Hub. Other opportunities may be identified in the master planning for other Council land holdings within the Local Centres.			
Reason	A more strategic policy approach to the delivery of affordable housing across Council is required. In particular affordable housing models, requirement of housing providers, funding mechanisms and the role of Council, State and Federal Government policy.			
Remedial Action	The program has been reviewed and carried over to the 2014/2015 Operational Plan.			
 Task	C6.1.2.1.1	Undertake review of Council properties with the ability to identify opportunities for public/private partnerships.		Team Leader Urban Design
Comments	During this period research continued into potential opportunities in particular potential development of the Lindfield Community Hub. Other opportunities continue to be assessed.			
 Task	C6.1.2.1.2	Analyse Council land holdings available for potential partnerships.		Team Leader Urban Design
Comments	During this period work progressed for potential for public private partnerships as part of the Lindfield Community Hub, Woodford Lane, Lindfield. Other opportunities maybe identified in the masterplanning for other Council landholdings within the local centres.			
 Task	C6.1.2.1.3	Identify stakeholders for potential partnerships.		Team Leader Urban Design
Comments	Further progression of this task is dependent on the assessment of suitable locations.			
Reason	This task is dependent on the assessment of suitable locations.			
Remedial Action	A task to progress this work is included in Council's adopted 2014/2015 Operational Plan.			






Category	Code	Name	Progress Status	Responsible Officer
 Term Achievement	C6.1.3	Plans encourage enhanced adaptability to allow for ageing in place, accessibility and sustainable housing.		
Director Strategy & Environment				
Comments	<p>To ensure that Ku-ring-gai's major development control plans encourage adaptable living environments an assessment of Council's Local Centres Development Control Plan (DCP) was commissioned to advise on and recommend any required changes to the DCP provisions. That work will be completed early in 2014/2015. It is anticipated that recommendations from this assessment will be applicable to Council's Principal DCP.</p> <p><i>Delivery of contributing Critical Actions and Tasks are under review - Year 1</i></p>			
 Critical Action	C6.1.3.1	Plans encourage enhanced adaptability to allow for ageing in place.		
Manager Urban & Heritage Planning				
Comments	<p>A consultant has been engaged to undertake an Access and Disability Inclusion assessment of the Local Centres Development Control Plan (DCP) and to provide advice and recommendations for improved provisions. This work is now scheduled for completion in August 2014. The advice and recommendations will be in a form that can also be applied to the Principal DCP.</p>			
Reason	<p>Difficulties in identifying suitably qualified and experienced consultants has delayed the work and it was decided to delay completion of the project to ensure the highest quality advice would be received.</p>			
Remedial Action	<p>The project is now scheduled for completion in August 2014. The advice and recommendations will be in a form that can also be applied to the Principal DCP.</p>			
 Task	C6.1.3.1.1	Incorporate principles of adaptability in Council's planning policies.		
Team Leader Urban Planning				
Comments	<p>Consultant has been engaged to undertake Access and Disability Inclusion assessment of the Local Centres DCP and to provide advice and recommendations for improved provisions. This work is now scheduled for completion in August 2014. The advice and recommendations will be in a form that can also be applied to the Principal DCP.</p>			
Reason	<p>Difficulties in identifying suitably qualified and experienced consultants to undertake the work. The preferred consultant was unable to complete the within the reporting period. It was decided to delay completion of the project to ensure the highest quality advice would be received.</p>			
Remedial Action	<p>A task to complete and monitor the work is included in Council's adopted 2014/2015 Operational Plan.</p>			
 Task	C6.1.3.1.2	Pursue adaptability provisions in residential development with key stakeholders.		
Team Leader Urban Planning				
Comments	<p>Consultants have been engaged to undertake an accessibility audit of the Local Centres DCP. The results of the audit will also be included in the final Principal DCP following exhibition in the first quarter 2014/2015.</p>			
Reason	<p>There was difficulty in finding a suitable consultant with the necessary level of skills and experience to undertake the project.</p>			
Remedial Action	<p>The ongoing consultancy will be completed in the first quarter of 2014/2015. A task to complete this work is included in Council's adopted 2014/2015 Operational Plan.</p>			
 Term Achievement	C7.1.1	Plans are developed in partnership with emergency service agencies and key stakeholders and implemented.		
Director Operations				
Comments	<p>Council continued to work in partnership with emergency response agencies to ensure that appropriate and updated emergency response plans are in place and delivered a successful program of emergency preparedness and resilience workshops to residents, community and industry groups. Emergency management plans are continuing to be updated with the Emergency Management Committee.</p> <p><i>Progressing in accordance with Delivery Program - Year 1</i></p>			







Category	Code	Name	Progress Status	Responsible Officer										
 Critical Action	C7.1.1.1	In conjunction with State agencies and key stakeholders develop, review and implement Emergency Management Plans.												
Manager Open Space Services														
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Code	Performance Indicator	Yearly Target	Units	Achieved to date										
C7.1.1.1.A	Fire trails improvements and hazard reduction.	80	% completion of agreed annual program	87										
Comments	<p>The Local Emergency Management Committee has met four times for the report period and meetings have focused on preparing for the new EMPLAN (formerly DISPLAN). A working party has been assembled with key combat agencies and Ku-ring-gai and Hornsby Council to commence gathering and organisation of information to be included in the plan regarding vulnerable communities.</p> <p>Council has facilitated workshops for residents, community and industry groups focusing on emergency preparedness and resilience and excellent feedback has been received from each group following the workshops.</p> <p>The Hornsby Ku-ring-gai Bushfire Management Committee (HKBFMC) will be starting the process of updating the new five year Risk Management Plan and workshops are scheduled to commence in August 2014. The HKBFMC have endorsed the Rural Fire Service's Community Protection Plan for Cowan and further plans will be developed for Berowra and North Turramurra in the future.</p> <p>Maintenance works were carried out in accordance with the bushland maintenance program to ensure all fire trails are accessible.</p>													
 Task	C7.1.1.1.1	Review, implement and report on the Bushfire Risk Management Plan in consultation with the Hornsby Ku-ring-gai Bushfire Management Committee.		Technical Officer Bushfire										
Comments	<p>In this period, 48 asset protection zones (APZs) have been inspected and maintained, where required, resulting in a total of 100% of Council APZs inspected and/or treated throughout the 2013/14 financial year. As per the Bush Fire Risk Management Plan, three additional burns have been selected for the 2014/15 Works Program which was endorsed by the Bush Fire Management Committee in March 2014. This brings the total number of proposed hazard reduction burns in the Ku-ring-gai LGA to 24. Two hazard reduction burns were partially completed between March and June 2014. The remaining burns were unable to be completed due to unfavourable weather conditions. To assist in undertaking burns as soon as weather conditions are favourable, Council staff will ensure that all burns have completed environmental assessments, and are funded and prepped. To assist with timely completion of funded fire trail works, departmental consultation is addressing project timeframes, work loads and site issues.</p> <p>Fire trail inspections and maintenance are undertaken as required, with 100% of the scheduled works for 2013/14 completed. Surface, erosion and drainage works funded by the NSW Rural Fire Service are now complete on Gwydir Samuel King Oval Trail and Bedford Waipori Trail and works to stabilise eroding surfaces are nearing completion on Frog Hollow Trail and Lister Daly Trail after delays relating to access were experienced. All community bushfire education events for 2013/14 have been completed. This included street meetings for Page Avenue and surrounds, North Wahroonga; Richmond Avenue and surrounds, St Ives; and St Johns Wood and surrounds, Gordon. In addition, Climate Wise Communities workshops (with a focus on bush fire preparation, relocation and evacuation) were held for North Turramurra Action Group (February 2014) and Ku-ring-gai Child Care Services (June 2014). Interagency meetings to commence the review of the Hornsby Ku-ring-gai Bush Fire Risk Management Plan will begin in July 2014.</p>													
 Task	C7.1.1.1.2	Complete fire trail, fire break and hazard reduction maintenance programs.		Bushland Maintenance Supervisor										
Comments	<p>The programmed fire trail maintenance rotation A is 100% completed. This includes 11km of fire trail and 6.9km of walking track completed for both Lane Cove and Middle Harbour catchments.</p> <p>The Fire Prevention team currently manages the councils 24.5km network of fire breaks in a 2 yearly rotation. All fire breaks in the two yearly rotation have received manual vegetation treatment resulting in a doubling of output for the team.</p> <p>During the period 21 proposed burn sites were prepared. Due to small window of ideal burning conditions the 2013/2014 hazard reduction burn program has only achieved 4 of the programmed hazard reduction burns. This represents 19% of the program completed.</p> <p>63 Pile burns have been prepared as a result of vegetation maintenance on fire breaks and are awaiting suitable winter conditions to be burnt. This is scheduled to occur in August 2014.</p> <p>During the period 21 proposed burn sites were prepared of which 4 were undertaken.</p>													







Category	Code	Name	Progress Status	Responsible Officer
 Task	C7.1.1.1.3	Establish service levels for fire trail and fire break maintenance and hazard reduction.		Bushland Maintenance Supervisor
Comments	Work to establish service levels is nearing completion and will be finalised in early 2014/2015.			
 Task	C7.1.1.1.4	Review and implement Emergency Management Plan (formerly DISPLAN).		Manager Open Space Services
Comments	The first meeting of the working group was held with SES, Police, Fire and Rescue and LEOCON. Documentation of information is underway for inclusion in a newly formatted EMPLAN by September 2014.			
 Critical Action	C7.1.1.2	Develop Floodplain Risk and Storm Management Plans for local catchments.		Manager Environment and Sustainability
Comments	The Blackbutt Creek Flood Study - Draft Report (and mapping) has been completed and will be placed on public exhibition (in July 2014) prior to it being finalised. The tender for the Lover's Jump Creek Flood Study closed in June 2014. Tender evaluation will be undertaken in early 2014/2015 and the study will commence shortly after.			
 Task	C7.1.1.2.1	Undertake floodplain risk study in consultation with Floodplain Risk Management Committee.		Water and Catchments Program Leader
Comments	The Blackbutt Creek Flood Study - Draft Report (and mapping) has been completed and will be placed on public exhibition (in July 2014) prior to it being finalised. The tender for the Lover's Jump Creek Flood Study closed in June 2014. Tender evaluation will be undertaken in early 2014/2015 and the study will commence shortly after.			







Category	Code	Name	Progress Status	Responsible Officer										
Theme	N	Natural Environment												
 Term Achievement	N1.1.1	Increased community understanding of the value of the natural environment and local environmental issues and impacts.		Director Strategy & Environment										
Comments	<p>The success of Council's 'Loving Living Ku-ring-gai' program continued during 2013 – 2014 with the roll out of new social media channels and community participation programs, aimed at raising community awareness of environmental issues and the profile of Council's programs.</p> <p><i>Progressing in accordance with Delivery Program - Year 1</i></p>													
 Critical Action	N1.1.1.1	Expand communication mechanisms and channels to broaden community outreach and participation.		Manager Environment and Sustainability										
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Code	Performance Indicator	Yearly Target	Units	Achieved to date										
N1.1.1.1.A	Residents involved in community environmental programs.	2,479	Residents	3,348										
Comments	<p>During 2013 – 2014 community communication and engagement on local environmental and sustainability issues continued to expand through effective new social media channels including Twitter, Facebook and Envirotube broadcasts and targeted programs. The success of these initiatives was demonstrated through significantly increased participant numbers. This has raised community awareness of environmental issues and the profile of Council's programs to a wider community audience.</p>													
 Task	N1.1.1.1.1	Investigate effective communication mechanisms and channels for different target groups and expand communications plan.		Sustainability Engagement Coordinator										
Comments	<p>Subscriber numbers continued to grow for Council's sustainability e-news (1662), What's On Calendar (999), Envirotube broadcasts (363), Loving Living Ku-ring-gai Facebook page (1968) and Twitter accounts (92), demonstrating increasing engagement with a more mainstream Ku-ring-gai audience on sustainability and environmental issues. Two bus tours for new residents, showcasing Ku-ring-gai's environment and sustainability programs, were delivered in February and June, with 88 people attending. A Loving Living Ku-ring-gai promotional pack is being finalised for distribution at Council's vaccination days. Council's Envirotube has now had over 140,000 unique visits, equating to over 1,000 unique visits per month.</p>													
Key Achievements	<p>Growth in subscriber numbers across Council's communication channels, demonstrating increasing engagement with a more mainstream Ku-ring-gai audience on sustainability and environmental issues. Council's Envirotube has now had over 140,000 unique visits, equating to over 1,000 unique visits per month.</p>													
 Term Achievement	N1.1.2	Increased community action that benefits the environment.		Director Strategy & Environment										
Comments	<p>During 2013 – 2014 a comprehensive program of activities, targeted at a range of age groups, community interest groups, schools and businesses, continued to expand in participation numbers and deliver positive outcomes. Raised awareness of these activities is in turn increasing their popularity.</p> <p><i>Progressing in accordance with Delivery Program - Year 1</i></p>													
 Critical Action	N1.1.2.1	Development of environmental resources, tools and targeted education programs for a range of user groups.		Manager Environment and Sustainability										
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Code	Performance Indicator	Yearly Target	Units	Achieved to date										
N1.1.2.1.A	Community activity that benefits the environment.	1,565	Residents	1,565										





Category	Code	Name	Progress Status	Responsible Officer
Comments	Programs delivered by Council and in partnership with others provided a broad range of environmental resources and activities for schools, businesses, community interest groups and residents of all ages. The success of the programs during 2013/2014 is demonstrated by the significantly increased numbers of participants across all programs. This has been particularly assisted by more effective marketing of the Ku-ring-gai Wildflower Garden to school, community and tour groups and the successful grant funding of \$246,000 for the Better Business Partnership (BBP) program.			
 Task	N1.1.2.1.1	Develop and deliver programs, resources and education demonstration sites at the Wildflower Garden.		St Ives Precinct Coordinator
Comments	<p>All of the programs implemented for the Wildflower Garden continue to be very popular. General attendance has improved by 58% (from previous financial year) and income is covering the cost of the program delivery. As well as the education programs, school holiday programs, night walks and the seniors program we have:</p> <ul style="list-style-type: none"> * developed a program 'Bush to the Beach' program aimed at passing tourist buses. One company has taken up the program with opportunities to further develop this program in Spring and Summer. * applied for additional licences for fauna (lizards, snakes and insects) for display purposes within our normal programs and to use in casual programs to be offered at the Visitor Centre Education Rangers. * the enclosed garden at Caley's is already popular with visitors to the Wildflower Garden and will be ready for Spring. <p>As part of the tourism initiative other programs will be developed to meet the objectives identified in attracting local and regional day visits.</p>			
Key Achievements	<ul style="list-style-type: none"> * 58% improvement in participation in Wildflower Garden programs from 2012/2013 financial year. * Development of Caley's Pavilion Function Area and enclosed Angus Stewart designed presentation garden. * Education, Bush Kids and Community and Tours Groups programs have increased dramatically and recover their presentation costs. * The online booking system is being used for many of the precinct programs. 			
 Task	N1.1.2.1.2	Deliver environmental resources and programs for residents.		Sustainability Engagement Coordinator
Comments	<p>Over the past six months, Council's Loving Living Ku-ring-gai events program delivered a night spotlight walk, 2 new residents welcome bus tours, natural first aid workshop, tick protection talk, pool-to-pond workshop, 2 pool-to-pond swap meets, local provenance talk, bandicoots talk, native stingless bee talk, flying fox night, botanical digital photography workshop, Australian social bees talk, No Impact Man movie screening, wildlife-friendly garden workshop, introduction to Bushcare event and a Gondwana rainforest talk, attracting 613 residents. Through the Greenstyle program, 21 home sustainability assessments and 28 garden advice visits were conducted. Council's Bush Neighbours program saw the delivery of one community event at Grosvenor Road, Wahroonga, attracting 65 people. Council hosted a candle-lit sustainable feast at local business HUX Grill for Earth Hour, with two sittings and 65 attending in total. A total of 35 dumping and encroachment issues were reported - of these 24 were investigated and closed, 8 were closed or referred and 3 remain open. Dumping/encroachment educational letters were distributed to a total of 162 properties on Miowerra Road and Allard Avenue in Warrawee, neighbouring residents of Blackbutt Creek in Gordon and neighbouring residents of Governor Phillip Reserve in Gordon. In February, The Land, a NSW regional newspaper ran an article on the WildThings native bee program. Council supported the local chapter of the Australasian Bat Society at its Kids Celebrate Australasian Bat Night at Gordon, with 39 in attendance, including 33 children. The Compost Revolution program was launched in May 2014 - to date 21 compost bins and 11 worm farms have been delivered to Ku-ring-gai residents.</p>			
 Task	N1.1.2.1.3	Deliver environmental resources and programs for businesses.		Sustainability Program Leader
Comments	<p>Recruitment of new businesses to the program continued via face-to-face visits and a workshop series, which attempts to grow the skill base of the businesses in the four Council partner areas.</p>			
Key Achievements	<p>The Better Business Partnership (BBP) program was successful in obtaining a grant of \$246,000 under the Waste Less Recycle More program, which will shift the focus of the program to business waste management. Recently the BBP program introduced the Energy, Water and Waste Saver Service, which provides more specialised assistance to businesses, by benchmarking their energy, water and waste performance and identifying opportunities for efficiency improvements.</p>			
 Task	N1.1.2.1.4	Deliver environmental resources and programs for schools.		St Ives Precinct Coordinator
Comments	<p>School programs doubled in number during 2013/2014 and are being delivered in a financially sustainable way. A review of this program will be</p>			







Category	Code	Name	Progress Status	Responsible Officer
Key Achievements		<p>undertaken in the coming months in line with an assessment of priorities at the Wildflower Garden in 2014/2015. The development of the Fauna room at the Wildflower Garden is linked with the opening of the new Visitor Centre in August 2014. Caley's Garden has been established and will be an important part of the experience offered at the Garden over the coming years. A renovation of the Fern House is almost complete and will further enhance visitor experience at the Garden.</p> <p>The related programs are being presented on a cost neutral basis for Council and have attracted more participants due to more effective and professional marketing. Community and Tour Groups have increased from 70 people to 810 people over the last few months. School Education Classes has gone from 2,200 to 3,800 with income improving from \$8,593 to \$17,179. Bush Birthday Parties and School Holiday Programs have increased Income from \$28,871 to \$47,539. Caley's Garden will be further utilised with community and other events.</p>		
 Term Achievement	N2.1.1	Strategies and plans are relevant and implemented to improve the conservation and recovery of flora and fauna.		Director Strategy & Environment
Comments		<p>Key identified strategies, plans and evaluation tools were completed or significantly advanced during the 2013 – 2014 year. These will enhance Council's ongoing bushland management and bushland and fauna monitoring programs.</p> <p><i>Progressing in accordance with Delivery Program - Year 1</i></p>		
 Critical Action	N2.1.1.1	Implementation of Bushland Reserves Plan of Management.		Manager Open Space Services
Comments		The 2013 Ku-ring-gai Bushland Reserves Plan of Management now allows for a biobanking site at 3 reserves (Rofe Park, Sheldon Forest and Comenarra Creek). Priority management actions continue to be implemented to ensure the conservation of flora and fauna.		
Key Achievements		Finalisation of Biobanking agreement for Rofe Park which allows ongoing funding from state government for improvements to this reserve. Completion of grant funded water management works in Sheldon Forest.		
 Task	N2.1.1.1.1	Finalise review of Bushland Reserves Plan of Management and implement priority actions.		Temporary Team Leader Natural Areas
Comments		The 2013 Ku-ring-gai Bushland Reserves Plan of Management (PoM) was adopted in December 2013. Priority actions continue to be implemented, including the development of site management plans, which include vegetation management strategies specific to areas and sites.		
Key Achievements		Through the State Government's Linking Landscapes program, a Biobanking Agreement for Rofe Park, Sheldon Forest and Comenarra Creek Reserve was finalised in May 2014, providing annual, in perpetuity funding for the management of these 3 reserves for the purpose of biodiversity conservation.		
 Critical Action	N2.1.1.2	Implementation of Biodiversity Strategy.		Manager Environment and Sustainability
Comments		Work commenced on a review of Council's Biodiversity Strategy during 2013/2014, including internal stakeholder consultation and an assessment of the NSW Government requirements. The outcome of this review will be a revised Biodiversity Strategy which addresses contemporary issues and will establish a biodiversity management framework for the future.		
Reason		Due to competing work priorities, the final review of the Biodiversity Strategy has been delayed until 2014/2015.		
Remedial Action		The final review of the Biodiversity Strategy will be completed in 2014/2015.		
 Task	N2.1.1.2.1	Finalise review of Biodiversity Strategy and implement priority actions.		Temporary Team Leader Natural Areas
Comments		Internal stakeholder consultation has occurred on the draft Biodiversity Strategy, as well as a review of the Office of Environment and Heritage's Saving our Species program (a threatened species protection program), to ensure alignment with NSW requirements.		
Reason		Due to competing work priorities, the final review of the Biodiversity Strategy has been delayed until 2014/2015.		






Category	Code	Name	Progress Status	Responsible Officer																				
Remedial Action The final review of the Biodiversity Strategy will be completed in 2014/2015. A task to implement priority actions from the Biodiversity Strategy is included in Council's adopted 2014/2015 Operational Plan.																								
	Critical Action	N2.1.1.3	Bushland maintenance activities are undertaken in accordance with adopted strategies and plans to enhance flora and fauna.																					
Manager Open Space Services																								
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Code	Performance Indicator	Yearly Target	Units	Achieved to date																				
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Comments	Work continued on the development of site management plans to determine the requirements for service level agreements for bush regeneration, noxious weeds and feral animals.																							
	Task	N2.1.1.3.1	Develop service level agreements to document activities for bush regeneration, noxious weeds and feral animals.	Bushland Maintenance Supervisor																				
Comments	Draft service levels were prepared and are currently being reviewed by staff within the Strategy and Operations areas.																							
	Critical Action	N2.1.1.4	Integrated monitoring and evaluation framework informs investment and management priorities in our bushland.																					
Manager Environment and Sustainability																								
<table border="1"> <thead> <tr> <th>Code</th> <th>Performance Indicator</th> <th>Yearly Target</th> <th>Units</th> <th>Achieved to date</th> </tr> </thead> <tbody> <tr> <td>N2.1.1.4.A</td> <td>Condition of bushland managed by Council (resilience rating).</td> <td>79.9</td> <td>%</td> <td>79.9</td> </tr> <tr> <td>N2.1.1.4.B</td> <td>Condition of bushland managed by Council (weeds rating).</td> <td>13.5</td> <td>%</td> <td>13.5</td> </tr> <tr> <td>N2.1.1.4.C</td> <td>Condition of bushland managed by Council (threats rating).</td> <td>72.5</td> <td>%</td> <td>72.5</td> </tr> </tbody> </table>					Code	Performance Indicator	Yearly Target	Units	Achieved to date	N2.1.1.4.A	Condition of bushland managed by Council (resilience rating).	79.9	%	79.9	N2.1.1.4.B	Condition of bushland managed by Council (weeds rating).	13.5	%	13.5	N2.1.1.4.C	Condition of bushland managed by Council (threats rating).	72.5	%	72.5
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N2.1.1.4.C	Condition of bushland managed by Council (threats rating).	72.5	%	72.5																				
Comments	During 2013/2014 established bushland and fauna monitoring programs were delivered and a new monitoring and evaluation tool for bushland completed for staged implementation over the next two years. This tool will assist in monitoring improvements to bushland areas and will inform site management plans and bushland management activities in the future.																							
	Task	N2.1.1.4.1	Develop and implement a monitoring and evaluation framework for bushland management.	Temporary Team Leader Natural Areas																				
Comments	Council has developed a bushland condition rating tool to measure the ongoing condition of the areas actively managed within Council's bushland reserves. This includes a resilience (the capacity of the site to recover from a disturbance event), weed (the total weed severity and density occurring on site) and threats (site impacts occurring) rating. Site management plans are currently being developed for the 34 bushland reserves that are actively managed by Council, which will inform the bushland condition rating.																							
	Task	N2.1.1.4.2	Undertake fauna monitoring program.	Temporary Team Leader Natural Areas																				
Comments	As part of Ku-ring-gai's fauna monitoring program, Council, in partnership with WildThings NSW, has undertaken an Eastern Pygmy Possum nest boxes monitoring program in 2013/2014. A small number (<10) of Pygmy Possum habitats (nest boxes) have been placed in areas of suitable bushland (extant stands of Banksia ericifolia) to ascertain whether there is a remnant population of these marsupials in these selected areas of Lane Cove Valley and the Cowan Creek catchment. The habitats are based on the successful designs used by Brad Law in the Strickland State Forest. Nest boxes are monitored by infrared cameras. At present no Pygmy Possums have been found.																							
	Task	N2.1.1.4.3	Undertake bushland monitoring program.	Temporary Team Leader Natural Areas																				
Comments	Council's bushland monitoring program continued to be implemented for bush regeneration contracts (including flora quadrats). Council has developed a bushland condition rating tool to measure the ongoing condition of the areas actively managed within Council's bushland reserves. In																							

Category	Code	Name	Progress Status	Responsible Officer
		<p>2013/2014 the condition of a sample site, within the Warrimoo Coastal Upland Swamp in Ku-ring-gai Creek Reserve, was measured to determine a baseline for the bushland condition rating. This site achieved a resilience rating of 79.9%, a weed rating of 13.5% and a threats rating of 72.5%. In 2014/2015 a baseline bushland condition rating will be developed for all of Council's 34 actively managed bushland reserves, and the bushland condition rating for the Warrimoo sample site will be compared to the baseline year (2013/2014). From 2015/2016, the bushland condition rating will be compared to the baseline year for Council's 34 actively managed bushland reserves (2014/2015), with an aim of demonstrating an improvement in the bushland condition for these actively managed reserves.</p>		
 Term Achievement	N2.1.2	Ecological protection and understanding is integrated within land use planning.		Director Strategy & Environment
Comments	<p>During 2013 – 2014 work was completed to integrate ecological protection provisions into two major land use plans in addition to the continued roll out of effective guidelines, training and monitoring to ensure improved ecological and water quality outcomes through the land use planning, development and environmental assessment and regulatory activities of Council.</p> <p><i>Progressing in accordance with Delivery Program - Year 1</i></p>			
 Critical Action	N2.1.2.1	Effective guidelines, processes, training and monitoring is in place to ensure ecological protection is integrated within land use planning.		Manager Environment and Sustainability
Comments	<p>During 2013/2014 work was completed to incorporate ecological protection requirements into land use planning controls through input into the Ku-ring-gai Local Environmental Plan and the Principal Development Control Plan. Appropriate guidelines, processes and staff training were also implemented or completed including Environmentally Sensitive Lands staff training. Development assessment guidelines include objectives to improve water quality through appropriate stormwater management and development consent conditions.</p>			
 Task	N2.1.2.1.1	Develop and implement guidelines and templates for environmental assessment processes.		Temporary Team Leader Natural Areas
Comments	<p>New Potential Impact Assessment (PIA), Review of Environmental Factors (REF) and Minor Works Assessment templates have been completed for staff and are regularly reviewed to include legislative changes, if required. An environmental assessment procedures document is currently being finalised, to complement the templates. Training in Council's environmental assessment procedures is planned for early in the 2014/2015 financial year.</p>			
 Task	N2.1.2.1.2	Incorporate ecological provisions into the Principal Development Control Plan.		Temporary Team Leader Natural Areas
Comments	<p>Ecological provisions have been incorporated into the draft Ku-ring-gai Development Control Plan 2014, which was reported to Council in July 2014 for public exhibition.</p>			
 Task	N2.1.2.1.3	Ensure Development Assessment conditions reflect Council policies as appropriate.		Team Leader Development & Landscape Assessments
Comments	<p>Landscape and ecological assessments of development applications continued to be undertaken on an ongoing basis by team members, consistent with Council policies and legislative requirements. Site specific and generic conditions are applied to development applications that are supported. Recommendations for changes to applications are made where they do not substantially comply with policies and legislative requirements.</p>			
 Critical Action	N2.1.2.2	Assessment and regulatory actions contribute to improved water quality through application of appropriate DA conditions, assessment of stormwater management and protection of waterways throughout the entire development process.		Manager Development Control
Comments	<p>Appropriate conditions of consent were imposed on all applications reviewed by the Development Assessment Engineers unit during the reporting period. Conditions of consent are constantly reviewed and updated where required.</p>			




Category	Code	Name	Progress Status	Responsible Officer															
Key Achievements		Development Assessment Engineers provided development engineering advice and referrals for more than 75 applications during the reporting period. A number of these applications were reported to Council and the Sydney West Joint Regional Planning Panel. This section also monitored the construction management plans and engineering construction work associated with developments and subdivisions. The section provides technical advice to Councillors, the public and applicants in respect of engineering enquiries and is on call to offer expert professional assistance to Council's customer service centre and call centre.																	
 Task	N2.1.2.2.1	Apply appropriate conditions of consent to ensure stormwater management is consistent with the Local Environmental Plan & Development Control Plan.		Team Leader Development Engineer															
Comments	Conditions of consent are applied consistently and in accordance with Council's policies, including requirements for a reduction of runoff days for developments in the local centres, to achieve Council's streamflow objectives.																		
 Task	N2.1.2.2.2	Development Assessment conditions are reviewed and updated as appropriate.		Team Leader Development Engineer															
Comments	Engineering assessment of development applications focuses on improving water quality through the implementation of controls in the Local Centres Development Control Plan and DCP 47 (Water Management) with an emphasis on retention and re-use of rainwater.																		
 Term Achievement	N3.1.1	The condition of natural waterways and riparian areas have improved and water harvesting and reuse has significantly increased.		Director Strategy & Environment															
Comments	Initiatives commenced or progressed during the 2013 – 2014 year will achieve improved outcomes for natural waterways, riparian areas and water reuse over future years. <i>Progressing in accordance with Delivery Program - Year 1</i>																		
 Critical Action	N3.1.1.1	Best practice research informs Council's water management programs.		Manager Environment and Sustainability															
Comments	Council's programs continued to be informed by local and international water management research programs and partnerships, such as the Sydney Harbour Water Quality Improvement Plan program and the Cooperative Research Centre (CRC) for Water Sensitive Cities.																		
 Task	N3.1.1.1.1	Participate in research programs and partnerships to advance water management.		Water and Catchments Program Leader															
Comments	Council continued to be involved in local and international water management research programs and partnerships, such as the Sydney Harbour Water Quality Improvement Plan program and the Cooperative Research Centre (CRC) for Water Sensitive Cities.																		
 Critical Action	N3.1.1.2	Implementation of Integrated Water Cycle Management Policy and Strategy.		Manager Environment and Sustainability															
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N3.1.1.2.A	Creeks tested that maintain or improve their stream health score.	100	%	100															
N3.1.1.2.B	Physical creek remediation projects completed.	1	Projects	2															
Reason	Review of the Policy and Strategy was delayed to enable more contemporary policies to be prepared.																		





Category	Code	Name	Progress Status	Responsible Officer										
Remedial Action The revised Strategy and Policy will be completed and commence implementation in 2014/2015.														
 Task	N3.1.1.2.1	Review Integrated Water Cycle Management Strategy and Policy and implement priority actions.		Water and Catchments Program Leader										
Comments	Through the Cooperative Research Centre (CRC) for Water Sensitive Cities policy-partnership program, CRC researchers have been collaborating with Council to transition its Integrated Water Cycle Management Policy and Strategy into a Water Sensitive Cities Policy and Strategy. A policy development workshop was held in May with researchers from the CRC, representatives from other Sydney councils and the Greater Sydney Local Land Services and a number of Ku-ring-gai Council staff. Based on the outcomes of this workshop, a draft Water Sensitive Cities Policy has been developed, with the development of the Strategy to follow. Actions from the existing Integrated Water Cycle Management Strategy continue to be rolled out. Through a \$50,000 grant from the Greater Sydney Local Land Service, and additional Council funding and in-kind contributions of \$221,800, Council is undertaking weed removal and creek stabilisation works, and installing sediment and filter basins in the Avondale Creek Catchment. These include works in Sheldon Forest, Rofe Park and Comenarra Creek Reserve and will reduce the effect of nutrients and litter washed into the creek and to protect the critically endangered Blue Gum High Forest and endangered Sydney Turpentine Ironbark forest which occupies the area.													
Reason	The review of Council's Integrated Water Cycle Management Policy and Strategy was delayed to enable a partnership with the Cooperative Research Centre (CRC) for Water Sensitive Cities to be formalised, to transition Council's Integrated Water Cycle Management Policy and Strategy into a Water Sensitive Cities Policy and Strategy.													
Remedial Action	A policy development workshop was held in May with researchers from the CRC, other Sydney councils, the Greater Sydney Local Land Services and a number of Ku-ring-gai Council staff. Based on the outcomes of this workshop, a draft Water Sensitive Cities Policy has been developed, with the development of the Strategy to follow. A task to complete and implement the strategy is included in Council's adopted 2014/2015 Operational Plan.													
Key Achievements	Through the Cooperative Research Centre (CRC) for Water Sensitive Cities policy-partnership program, CRC researchers have been collaborating with Council to transition its Integrated Water Cycle Management Policy and Strategy into a Water Sensitive Cities Policy and Strategy. A policy development workshop was held in May with researchers from the CRC, other Sydney councils, the Greater Sydney Local Land Services and a number of Ku-ring-gai Council staff. Based on the outcomes of this workshop, a draft Water Sensitive Cities Policy has been developed, with the development of the Strategy to follow. a \$50,000 grant from the Greater Sydney Local Land Service, and additional Council funding and in-kind contributions of \$221,800, Council is undertaking weed removal and creek stabilisation works, and installing sediment and filter basins in the Avondale Creek Catchment.													
 Task	N3.1.1.2.2	Implement stream health monitoring program.		Water and Catchments Program Leader										
Comments	Spring 2013 and Autumn 2014 creek water and macroinvertebrate sampling has been completed. A new report card format has been developed for communicating the results of Council's stream health monitoring program to the community. This should be available on Council's website by August 2014.													
Key Achievements	A new report card format has been developed for communicating the results of Council's stream health monitoring program to the community. This should be available on Council's website by August 2014.													
 Critical Action	N3.1.1.3	Ensure maintenance programs are in place for Council's Water Sensitive Urban Design (WSUD) devices.		Manager Waste Management										
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Code	Performance Indicator	Yearly Target	Units	Achieved to date										
N3.1.1.3.A	Rubbish diverted from our waterways (tonnes)	1,887	Tonnes	2,141										
Comments	The contract for cleaning of stormwater pollutant devices has been completed for the year including cleaning of sediment basins, gross pollutant traps, pit inserts and trash racks. Road gutter sweeping under a service contract has been completed for this year and service levels are improving following regular meetings with the contractor regarding service level performance.													
 Task	N3.1.1.3.1	Develop and implement service level agreements for WSUD devices.		Manager Waste Management										
Comments	The service contract was completed for the year for the cleaning maintenance of stormwater pollutant devices such as pit inserts, gross pollutant													

Category	Code	Name	Progress Status	Responsible Officer
traps, sediment basins and trash racks.				
 Critical Action	N3.1.1.4	Ensure water harvesting devices are operating to capacity.		Manager Open Space Services
Comments	Improvements to irrigation cycles continued to be implemented on playing fields where water harvesting devices exist. Water management at these locations continued to improve with the addition of rain monitors, soil moisture sensors, and sensors for tank levels being installed that allows for irrigation to be adjusted based on information available remotely. This ensures harvested water is not utilised when not required and is saved for dryer periods, which have been experienced over the last few months.			
 Task	N3.1.1.4.1	Undertake audit of existing facilities to ensure operation and capacity to record data.		Parks & Sportsfields Operations Coordinator
Comments	All water harvesting systems were audited every month by Council's Irrigation/ Turf Technical Officer.			
Key Achievements	Improved efficiency of watering systems with water usage dropping at locations where water harvesting systems are in place.			
 Term Achievement	N3.1.2	Ecological protection of our waterways is integrated within land use planning.		Director Strategy & Environment
Comments	During 2013 – 2014 significant progress was made in integrating ecological protection policies and practices with land-use planning through the implementation of Council's adopted Riparian Policy. Completion of the Integrated Water Cycle Management Policy will inform revisions to the Riparian Policy. <i>Delayed actions will be reviewed and progressed in the coming year - Year 1</i>			
 Critical Action	N3.1.2.1	Implementation of Council's Riparian Policy.		Manager Environment and Sustainability
Comments	Significant progress was made during 2013/2014 to implement Council's Riparian Policy. This included incorporating riparian provisions into the draft Ku-ring-gai Development Control Plan 2014, as well as background supporting documents, and riparian mapping was updated through the Local Environmental Plan process. An update of the written component of the Riparian Policy is progressing as part of the current review of Council's Integrated Water Cycle Management Policy and Strategy. Riparian policy objectives and actions which are not within Council's planning instruments are being incorporated into Council's new Water Sensitive Cities Policy and Strategy.			
Reason	Finalising the revised Riparian Policy has been dependent on the review of Council's Integrated Water Cycle Management Policy and Strategy.			
Remedial Action	A task to implement the revised Riparian Policy is included in Council's adopted 2014/2015 Operational Plan.			
 Task	N3.1.2.1.1	Ensure appropriate riparian provisions are incorporated into the Principal Development Control Plan.		Water and Catchments Program Leader
Comments	Riparian provisions have been incorporated into the draft Ku-ring-gai Development Control Plan 2014, as well as background supporting documents, which were reported to Council in July 2014 for public exhibition.			
 Task	N3.1.2.1.2	Finalise the Riparian Policy in conjunction with other planning instruments.		Water and Catchments Program Leader
Comments	Riparian mapping has been updated through the Local Environmental Plan process and riparian planning controls have been incorporated into the draft Ku-ring-gai Development Control Plan 2014. The update of the written component of the Riparian Policy is progressing as part of the current review of Council's Integrated Water Cycle Management Policy and Strategy. Riparian Policy objectives and actions which are not within Council's planning instruments are being incorporated into Council's new Water Sensitive Cities Policy and Strategy.			







Category	Code	Name	Progress Status	Responsible Officer										
Reason	The review of Council's Integrated Water Cycle Management Policy and Strategy (and Riparian Policy) was delayed to enable a partnership with the Cooperative Research Centre (CRC) for Water Sensitive Cities to be formalised, to transition Council's Integrated Water Cycle Management Policy and Strategy into a Water Sensitive Cities Policy and Strategy.													
Remedial Action	A policy development workshop was held in May with researchers from the CRC, other Sydney councils, the Greater Sydney Local Land Services and a number of Ku-ring-gai Council staff. Based on the outcomes of this workshop, a draft Water Sensitive Cities Policy (incorporating Council's riparian objectives) has been developed, with the development of the Strategy (incorporating a series of riparian management actions) to follow. A task is included in Council's adopted 2014/2015 Operational Plan requiring the completion and implementation of the Riparian Policy.													
 Term Achievement	N4.1.1	The community is effectively informed and engaged on climate change issues.		Director Strategy & Environment										
Comments	Through the Climate Wise Communities program the community continued to be effectively informed and engaged on climate change issues. <i>Progressing in accordance with Delivery Program - Year 1</i>													
 Critical Action	N4.1.1.1	Programs are being implemented to build community resilience to the impacts of climate change and extreme weather events.		Manager Environment and Sustainability										
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Code	Performance Indicator	Yearly Target	Units	Achieved to date										
N4.1.1.1.A	Residents involved in climate change adaptation activities per year.	106	Participants	248										
Comments	Council is primarily building community resilience to the impacts of extreme weather events through its award winning and innovative Climate Wise Communities program. During 2013/2014 a number of successful community resilience workshops were delivered by Council or in partnership with local community groups and emergency response organisations. Workshops were specifically targeted at those community sectors identified as most vulnerable to the impacts of extreme weather events, with participation numbers significantly exceeding expectations.													
 Task	N4.1.1.1.1	Deliver Climate Wise Communities program.		Sustainability Program Leader										
Comments	The Climate Wise Communities project has delivered 7 community resilience workshops over the past twelve months, with 141 participants in total. These workshops have targeted those community sectors deemed to be most vulnerable to extreme weather events, including Culturally and Linguistically Diverse (CALD) communities, seniors, aged care providers, residents in high bushfire hazard zones, in-home care providers for seniors living alone and childrens' services providers. In addition, a workshop was conducted for the North Turrumurra Action Group (NTAG), in partnership with the Rural Fire Service (RFS), Police, National Parks and Wildlife Service (NPWS) and local RFS brigade volunteers, to examine emergency evacuation capacity in North Turrumurra. Council also delivered 3 bushfire street meetings in the last year, with 107 residents attending.													
 Term Achievement	N4.1.2	Council's vulnerability to climate change is reduced.		Director Strategy & Environment										
Comments	Initiatives were researched and investigated for feasibility during 2013 – 2014 resulting in a grant funding application to fund a community volunteer network and the development of a community publication. Work on these initiatives will continue in 2014-2015. <i>Progressing in accordance with Delivery Program - Year 1</i>													
 Critical Action	N4.1.2.1	Develop initiatives to build Council's capacity to prepare, respond and recover to the increasing severity and frequency of extreme weather events as a result of a changing climate		Manager Environment and Sustainability										







Category	Code	Name	Progress Status	Responsible Officer										
Comments	Research and investigation of potential suitable initiatives was undertaken in 2013/2014, resulting in the identification of a preferred option to develop a community volunteer network in the Ku-ring-gai Local Government Area to respond to extreme weather events. Grant funding to progress this initiative was requested through a NSW and Australian Government Community Resilience Innovation Program with a funding announcement to be announced in 2014/2015. Development of a publication for residents also progressed.													
Task	N4.1.2.1.1	Investigate opportunities for a community volunteer network to respond to extreme weather events.		Sustainability Program Leader										
Comments	Phone and online investigations have been conducted on disaster response volunteer models, particularly Volunteering Queensland's current disaster response volunteering hub, to inform a potential community volunteer network in the Ku-ring-gai Local Government Area to respond to extreme weather events. Funding for the development of this community network has been requested as part of a grant application to the NSW Ministry for Police and Emergency Services and Australian Government, through the Community Resilience Innovation Program. The scope of this project will be determined after the announcement of successful applicants under the NSW Ministry for Police and Emergency Services and Australian Government's Community Resilience Innovation Program. In the meantime Council continues to work with Royal Melbourne Institute of Technology (RMIT) University on a publication for residents, to assist them to plan actions to reduce risk exposure from extreme weather events.													
Term Achievement	N5.1.1	The community is responsible and engaged in improved recycling and reduction in resource use.		Director Operations										
Comments	A range of effective waste education and recovery programs and services were delivered by Council targeted at residents, businesses, schools and the general community. This included the highly successful Business Food Waste Trail program, waste education programs and continued high 56% rate for diversion of domestic green waste and recyclables from landfill. Council engaged a Waste Project Officer under the Environmental Planning and Assessment Program to assist with waster diversion education programs. Education programs have taken place and grants have been submitted for improvements in the waste area for 2014/2015. <i>Progressing in accordance with Delivery Program - Year 1</i>													
Critical Action	N5.1.1.1	Recycling services are provided and waste recycling and avoidance education is enhanced.		Manager Waste Management										
	<table border="1"> <thead> <tr> <th>Code</th> <th>Performance Indicator</th> <th>Yearly Target</th> <th>Units</th> <th>Achieved to date</th> </tr> </thead> <tbody> <tr> <td>N5.1.1.1.A</td> <td>Percentage household waste diverted from landfill.</td> <td>60</td> <td>%</td> <td>56.2</td> </tr> </tbody> </table>				Code	Performance Indicator	Yearly Target	Units	Achieved to date	N5.1.1.1.A	Percentage household waste diverted from landfill.	60	%	56.2
Code	Performance Indicator	Yearly Target	Units	Achieved to date										
N5.1.1.1.A	Percentage household waste diverted from landfill.	60	%	56.2										
Comments	The waste characteristics study was completed for the Business Food Waste Trial, which is continuing to recover food waste from commercial food shops. While Council's domestic green waste and recycling service has achieved a slightly lower diversion from land fill of the total waste collected it is still high by industry benchmarks. Council continued to actively participate in the Regional Waste Disposal Tender for a joint Contract with Northern Sydney Regional Organisations of Councils (NSROC). The Contract involves both end disposal and recovery via processing of the waste generated from NSROC Councils. Successful waste education and recovery programs were completed for schools and the community and waste recovery services were provided for special events.													
Task	N5.1.1.1.1	Complete Waste Characteristic Study.		Manager Waste Management										
Comments	A waste audit was completed for business premises to measure the typical material contained in their waste streams. The business food waste trial to recover food waste from commercial food shops. Approximately 18 tonnes of food has been recovered to date. Further waste audits are planned to assess the effectiveness of the trial and possible options for offering this as an on-going service, as part of Council`s Commercial Recycling Services.													
Task	N5.1.1.1.2	Implement education programs and measure targets for increased recycling and diversion from landfill.		Manager Waste Management										







Category	Code	Name	Progress Status	Responsible Officer
Comments		<p>An annual program was completed for waste education with schools, the Business Food Waste Trial and free E-Waste Recycling at the Transfer Stations at Ryde & Belrose.</p> <p>Council conducted 2 chemical collections this year with the assistance of EPA grant funding, and collected 105,9 tonnes of chemicals compared to the previous years total of 73,58 tonnes.</p> <p>Waste education programs were completed for schools and the general community including Keep Australia Beautiful Waste Education program, Compost workshops and recovery of unwanted eye glasses, mobile phones from libraries.</p> <p>Waste recovery services were provided for community events including St Ives Festival on the Green, Wahroonga Fair, St Ives Show, Australia Day events.</p> <p>Council's recovery of domestic green waste and recyclables has continued to achieve a high diversion target. The slightly lower rate compared to previous years is due to small reductions in recycling tonnages for:</p> <ul style="list-style-type: none"> * vegetation (contributing factors are a dry summer in Sydney); * paper (contributing factors are a reduction in newspaper distribution worldwide); and * mixed (contributing factors are unknown at this point). There were small increases in waste across all residential sectors (ie cleanup, houses and units waste) and these have also contributed to decreased waste diversion and more landfilling. There were also a small increases in metal recycling and chemical collections totally nearly 50 tonnes. 		
 Term Achievement	N5.1.2	The community is responsible and engaged in energy and water conservation and efficiency programs.		Director Strategy & Environment
Comments		<p>Council's Energy Smart and Water Saving programs have significantly assisted the community to reduce energy and water usage at a household level with these programs being further rolled out in 2014-2015.</p> <p><i>Progressing in accordance with Delivery Program - Year 1</i></p>		
 Critical Action	N5.1.2.1	Implement educational programs to assist the community to reduce energy and water.		Manager Environment and Sustainability
Comments		During 2013/2014 very positive results were achieved for programs focused on reducing energy and water/waste usage in selected residential apartments, installation of rainwater tanks and raingardens in residences and water and energy savings in the home.		
 Task	N5.1.2.1.1	Deliver community energy reduction and water conservation programs.		Sustainability Engagement Coordinator
Comments		<p>Since its launch in November 2013, Council's Sustainable Apartments Program, Smart Units, has engaged with nine owners' corporations of residential strata plans, collectively representing 624 residential units. Smart Units has provided eight common area energy audits and reports and nine water/waste audits and reports. As a result of the energy audits, a potential collective annual saving of 1,207,491 kilowatt-hours of electricity within the common areas has been identified with numerous energy-saving measures recommended for the buildings participating. This results in a potential total collective carbon footprint reduction of 1,204 tonnes of greenhouse gas emissions. Through Council's Water Smart program, 2 raingardens and 1 rainwater tank workshops were delivered between January and June 2014, with a total of 61 people attending. A total 19 rainwater tanks were installed with a total capacity of 69,864 litres and five connections from tanks to internal domestic water systems (laundries and toilets) to offset residential water use were completed. Phase two of the Energy Smart program was launched in May 2014 with a call for expressions of interest from the community - to date a total of 88 community responses have been received.</p>		








Category	Code	Name	Progress Status	Responsible Officer
Theme	P	Places, Spaces and Infrastructure		
 Term Achievement	P1.1.1	Opportunities are provided to our community to contribute to plans for enhancing the local area and visual amenity of our centres.		
Comments	Director Strategy & Environment			
<p>Community contributions were made to a number of planning projects to enhance the local area and the visual amenity of the local centres. This included regular meetings with Support Lindfield in relation to Lindfield Village Green project and Lindfield Community Hub project, culminating in a community information and feedback day. Progression of the centres improvement projects, including successful community engagement activities, contributed to stakeholder involvement and interest in their design phase, in particular the Princes Street, Turramurra upgrade works which are now been utilised by the community.</p> <p><i>Progressing in accordance with Delivery Program - Year 1</i></p>				
 Critical Action	P1.1.1.1	Engage with community in masterplanning and design process for the local area.		
Comments	Manager Strategic Projects			
<p>The Princes Street, Turramurra upgrade works were completed and are now being utilised by the community. Building upon Council's input into the project control group Transport for NSW for the Lindfield Community Hub project, regular meetings have been held with Support Lindfield in relation to Lindfield Village Green project and Lindfield Community Hub project. This culminated in a community information and feedback held on site in February 2014.</p> <p>A full analysis of the historical prioritisation criteria and previous site investigations for the Neighbourhood Centre Program has been undertaken. This along with new prioritisation criteria for all neighbourhood centres in the local government area (LGA) recommended that Warrimoo Avenue Shops in St Ives Chase be the next centre to be revitalised has been reported to Council. Council supported this recommendation along with a meeting of Councillors and Staff being held to discuss the prioritisation matrix results for the remainder of the neighbourhood centres and reprioritise when necessary based on community and business interest and input.</p> <p>Design works for Warrimoo Avenue Shops shall commence in the second half of the 2014/2015 financial year.</p>				
Key Achievements	Council has supported the making of the Warrimoo Avenue Shops the first priority for redesign.			
 Task	P1.1.1.1.1	Develop concept plans informed by community engagement.		Sports & Recreational Planner
Comments	<p>The Princes Street, Turramurra upgrade works were completed during 2013/2014 and are now being utilised by the community. Building upon Council's input into the project control group Transport for NSW for the Lindfield Community Hub project, regular meetings were held with Support Lindfield in relation to Lindfield Village Green project and Lindfield Community Hub project. This culminated in a successful community information and feedback meeting held on site in February 2014. Information received from the consultation will be used in the development of plans.</p>			
Key Achievements	A very successful and well attended community information and feedback meeting was held on site in Lindfield February 2014.			
 Task	P1.1.1.1.2	Engage with key stakeholders and the community in the revitalisation of our neighbourhood centres and local areas.		Sports & Recreational Planner
Comments	<p>Building upon Council's input into the project control group Transport for NSW for the Lindfield Community Hub project, regular meetings have been held with Support Lindfield in relation to the Lindfield Village Green project and Lindfield Community Hub project. This culminated in a community information and feedback meeting held on site in February 2014.</p>			
Key Achievements	A very successful community information and feedback meeting was held on site in Lindfield February 2014.			






Category	Code	Name	Progress Status	Responsible Officer										
Task	P1.1.1.1.3	Undertake EOI with key stakeholders and the community in the development of neighbourhood centres and local centres.		Sports & Recreational Planner										
Comments	During this period a review of the Neighbourhood Centre Program was completed. Warrimoo Avenue Shops (St Ives Chase) was endorsed as the next revitalisation project. Engagement with key stakeholders could not commence until priorities were confirmed.													
Reason	Any expression of interest could not be carried out until the analysis of neighbourhood centres had been carried out and the next priority confirmed for 2014/2015.													
Remedial Action	A task to engage with key stakeholders is included in Council's adopted 2014/2015 Operational Plan.													
Task	P1.1.1.1.4	Implement neighbourhood centres programs.		Sports & Recreational Planner										
Comments	The Princes Street, Turramurra upgrade works were completed and Warrimoo Avenue shops (St Ives Chase) was endorsed by Council to be upgraded in the second half of the 2014/2015 financial year.													
Critical Action	P1.1.1.2	Invoking community pride in our local and civic centres.		Manager Strategic Projects										
Comments	Progression of the centres improvement projects, including successful community engagement activities, contributed to stakeholder involvement and interest in their design phase.													
Task	P1.1.1.2.1	Prepare a program of improvements to the neighbourhood centres.		Team Leader Urban Design										
Comments	A review of prioritisation criteria and previous site investigations for the Neighbourhood Centre Program was completed. Based on new prioritisation criteria developed for all neighbourhood centres in the local government area (LGA), Council endorsed Warrimoo Avenue Shops in St Ives Chase to be the next centre to be revitalised. Design works for Warrimoo Avenue Shops shall commence in the second half of the 2014/2015 financial year.													
Critical Action	P1.1.1.3	Develop an agreed level of service for removal of graffiti and cleaning of areas to instil community pride.		Manager Engineering Service										
Comments	During the reporting period graffiti removal met agreed targets and protocols, assist by the VandalTrak reporting and monitoring phone App and customer request system. An information flyer on reporting crime was designed with key stakeholders for distribution in 2014/2015.													
Key Achievements	Engaging St Ives Rotary to join in with Lindfield Rotary to help remove graffiti from private property in St Ives.													
Task	P1.1.1.3.1	Establish targets and protocols for removal of graffiti and cleaning of streets and shopping centres.		Manager Engineering Service										
Comments	Graffiti removal on public buildings and land met agreed targets and protocols. Ku-ring-gai Council uses VandalTrak for reporting and monitoring of graffiti on Council owned infrastructure. Council staff and the public can log requests directly via VandalTrak phone App that will generate a unique job request for Building Trades staff to manage, track and complete. VandalTrak uses GPS coordinates to fix the precise location of each tag that provides intelligence, and assists with the identification and prosecution offenders. An information flyer for reporting crime was prepared with contributions from local Rotary Clubs, Neighbourhood Watch and Local Police. The Flyer when finalised, will be available for distribution to the local community and on Council's website.													
Critical Action	P1.1.1.4	Ensure compliance with Tree Management Policy.		Manager Open Space Services										
	<table border="1"> <thead> <tr> <th>Code</th> <th>Performance Indicator</th> <th>Yearly Target</th> <th>Units</th> <th>Achieved to date</th> </tr> </thead> <tbody> <tr> <td>P1.1.1.4.A</td> <td>Tree Management requests actioned within agreed service delivery standards.</td> <td>90</td> <td>% consistently maintained</td> <td>85</td> </tr> </tbody> </table>	Code	Performance Indicator	Yearly Target	Units	Achieved to date	P1.1.1.4.A	Tree Management requests actioned within agreed service delivery standards.	90	% consistently maintained	85			
Code	Performance Indicator	Yearly Target	Units	Achieved to date										
P1.1.1.4.A	Tree Management requests actioned within agreed service delivery standards.	90	% consistently maintained	85										







Category	Code	Name	Progress Status	Responsible Officer
Comments	During the reporting period tree management activities were carried out in accordance with Council's Policy. Service delivery levels with regard to Council's Tree Preservation Order and Street Tree Maintenance requests dropped slightly from the previous report period but continues to be within acceptable timeframes. Changes to planning provisions in the Principal Local Environmental Plan and new Development Control Plan and inclusion of Heritage Conservation Areas has required new procedures to ensure compliance when dealing with tree works requests on public and private land.			
 Task	P1.1.1.4.1	Implement Tree Preservation Order and set targets for response times.		Tree Preservation and Contracts Co-ordinator
Comments	Council received 1,505 Tree Preservation Order applications during 2013/2014 which is comparable to previous years. The major of applications are processed within the agreed time frames. Longer timeframes were due to requests for further information and documentation. Tree poisonings increased during the period and Council officers spent extra time investigating these matters.			
 Term Achievement	P1.1.2	Strategies plans and processes are in place to protect and enhance Ku-ring-gai's unique landscape character.		Director Strategy & Environment
Comments	A comprehensive review of Ku-ring-gai's biodiversity, riparian and tree and vegetation preservation controls was completed as part of the development of both the Principal Local Environmental Plan and Development Control Plan. Information and training for the community and staff will commence during exhibition of the draft Principal Development Control Plan in 2014/15. <i>Progressing in accordance with Delivery Program - Year 1</i>			
 Critical Action	P1.1.2.1	Improve and implement strategies plans and processes to protect and enhance Ku-ring-gai's unique landscape character.		Manager Urban & Heritage Planning
Comments	The Principal Local Environmental Plan and Development Control Plan planning processes have provided the opportunity to update planning provisions in particular in the areas of heritage, riparian lands and biodiversity. Training modules for the community will commence during exhibition of the draft Principal Development Control Plan in first quarter 2014/2015. Development applications are continuing to be assessed by the landscape and ecological team with particular regard to impacts on the cultural and natural character and landscape of Ku-ring-gai.			
Key Achievements	The Ku-ring-gai Principal Local Environmental Plan 2013 and draft Principal Development Control Plan 2014 planning processes have provided a comprehensive opportunity to update planning controls, in particular in the area of heritage items and heritage conservation area planning and the modelling and mapping of the network of riparian and biodiversity assets.			
 Task	P1.1.2.1.1	Identify gaps in existing strategies and plans.		Team Leader Urban Planning
Comments	Following the finalisation of riparian and biodiversity provisions in the Principal LEP in December 2013, a comprehensive review of the biodiversity, riparian and tree and vegetation preservation controls in the draft Principal DCP has been completed. The revised controls will also be included in the review of the Local Centres DCP.			
Key Achievements	Finalisation of riparian and biodiversity provisions in key Council plans and strategies.			
 Task	P1.1.2.1.2	Review landscape and dwelling-house provisions for the Principal Development Control Plan.		Team Leader Urban Planning
Comments	A comprehensive review of the landscaping and dwelling house controls has been undertaken as part of the preparation of the draft Principal DCP. This involved input from across Council. The draft DCP is scheduled for exhibition in the first quarter of 2014/2015.			
 Task	P1.1.2.1.3	Develop information and training modules for the community.		Team Leader Urban Planning
Comments	Only limited progress and scoping for the training modules has started. Information and training will commence during exhibition of the draft Principal			






Category	Code	Name	Progress Status	Responsible Officer
Reason	Development Control Plan in first quarter 2014/2015.			
Remedial Action	Completion of the task has been delayed, as the focus of resources has been on preparation of the draft Principal Development Control Plan. Information and training will commence following the exhibition of the draft Principal Development Control Plan in the first quarter 2014/2015. A task to complete this work is included in Council's adopted 2014/2015 Operational Plan.			
 Task	P1.1.2.1.4	Protection of the unique landscape character through the development assessment process is consistent with State and local government controls.		Team Leader Development & Landscape Assessments
Comments	Development applications continued to be assessed by the landscape and ecological team with particular regard to impacts on the cultural and natural character and landscape of Ku-ring-gai. Assessments are based upon merit and compliance with the planning controls under the Ku-ring-gai Planning Scheme Ordinance (KPSO) and associated development control plans (DCPs). This includes controls for, and mapping of, riparian areas, heritage conservation areas and items and areas of biodiversity significance. Areas within the local centres are assessed under the relevant controls within the Ku-ring-gai Local Centres Local Environmental Plan 2012 and DCP. The team also considers state government legislation such as the Threatened Species Act, Department of Water requirements, and bush fire protection legislation. Assessments are focussed on minimising the impacts of development on the environment and enhancing the built and natural landscape.			
 Task	P1.1.2.1.5	Develop and implement a biodiversity offset policy.		Temporary Team Leader Natural Areas
Comments	Investigations continued during 2013 /2014 to identify and develop an appropriate biodiversity offsetting model for Ku-ring-gai. Existing offsetting mechanisms utilised by the NSW government or other Councils were found not to be suitable in the Ku-ring-gai context. Due to the complexity of issues related to this task, further time and resources will need to be allocated to identify the most appropriate model or process.			
Reason	Due to the complexity of issues related to this task, further investigations will be required to identify the most appropriate model or process.			
Remedial Action	A task has been included in the adopted 2014 /2015 Operational Plan to enable investigations to continue into the most appropriate model or process.			
 Term Achievement	P1.1.3	Place making programs are being implemented for selected council owned areas.		Director Strategy & Environment
Comments	The Princes Street, Turramurra upgrade works were completed and opened to the public. Based on new prioritisation criteria for all neighbourhood centres in the local government area, Council endorsed Warrimoo Avenue Shops in St Ives Chase as the next centre to be revitalised with design work to commence in the second half of the 2014/2015 financial year. <i>Progressing in accordance with Delivery Program - Year 1</i>			
 Critical Action	P1.1.3.1	Undertake a coordinated program of beautification and revitalisation.		Manager Strategic Projects
Comments	Council endorsed Warrimoo Avenue shops in St Ives Chase for revitalisation works. Future priorities will be identified from the developed prioritisation.			
 Task	P1.1.3.1.1	Establish project teams to coordinate and implement the delivery of capital works program.		Sports & Recreational Planner
Comments	Project teams have been established to coordinate and implement the delivery of the adopted capital works program.			
 Task	P1.1.3.1.2	Develop a coordinated approach to the upgrade of neighbourhood centres consistent with place making.		Sports & Recreational Planner
Comments	A full analysis of existing prioritisation criteria and previous site investigations for the Neighbourhood Centre Program was undertaken. Based on new			







Category	Code	Name	Progress Status	Responsible Officer
<p>prioritisation criteria for all neighbourhood centres in the local government area (LGA), Council endorsed Warrimoo Avenue Shops in St Ives Chase as the next centre to be revitalised. Design works for Warrimoo Avenue Shops are planned to commence in the second half of the 2014/2015 financial year.</p>				
 Term Achievement	P2.1.1	Land use strategies, plans and processes are in place to effectively manage the impact of new development.		Director Strategy & Environment
Comments	<p>Significant milestones were achieved during the year with the submission of the draft Ku-ring-gai Local Environmental Plan 2013 and accompanying Planning Proposal to the Department of Planning and Infrastructure and completion of the Principal Development Control Plan. Exhibition of the Development Control is planned for 2014-2015 and is contingent on the Local Environmental Plan being gazetted by the NSW State Government.</p> <p><i>Progressing in accordance with Delivery Program - Year 1</i></p>			
 Critical Action	P2.1.1.1	Develop plans and strategies that respond to the impacts of urban development.		Manager Urban & Heritage Planning
Comments	<p>The draft Ku-ring-gai Local Environmental Plan 2013 and accompanying Planning Proposal were submitted to the Department of Planning and Infrastructure. The completion of the Principal Development Control Plan was scheduled to coincide with the making of the Ku-ring-gai Local Environmental Plan 2013, however this has been contingent on the Local Environmental Plan being gazetted by the NSW State Government.</p>			
 Task	P2.1.1.1.1	Respond to State Government Planning initiatives and reforms - i.e. White Paper.		Team Leader Urban Planning
Comments	<p>Changes resulting from amendments to State Environmental Planning Policy (Exempt and Complying Codes) 2008 were implemented including updating 149 Zoning Certificates, Council's property and rating system and providing internal advice to staff. No further submissions were made on planning reforms as Council is still awaiting further State Government announcements.</p>			
 Task	P2.1.1.1.2	Complete Principal Local Environmental Plan and supporting Development Control Plan.		Team Leader Urban Planning
Comments	<p>The Principal LEP was completed and forwarded to the Minister for Planning to be gazetted. The Plan is undergoing final legal drafting with the Department of Planning and Infrastructure. The draft Principal DCP to accompany the Ku-ring-gai Local Environmental Plan has been finalised and will be exhibited in 2014/2015.</p>			
 Term Achievement	P2.1.2	Community confidence has continued in our assessment, regulatory and environmental processes.		Director Development & Regulation
Comments	<p>Council's assessment, regulatory and environmental processes achieved set statutory and community outcomes during 2013-2014.</p> <p><i>Progressing in accordance with Delivery Program - Year 1</i></p>			
 Critical Action	P2.1.2.1	Applications are assessed in accordance with State and local plans.		Manager Development Control






Category	Code	Name	Progress Status	Responsible Officer	
	Code	Performance Indicator	Yearly Target	Units	Achieved to date
	P2.1.2.1.A	Percentage of development applications assessed largely consistent with relevant policies and legislation.	100	%	100
	P2.1.2.1.B	Development application determination times.	80	Days (lesser is better)	68
	P2.1.2.1.C	Percentage of Land and Environment Court matters that result in successful outcomes.	80.0	%	100
Comments	<p>Peer reviews are conducted by senior officers for all assessments to ensure relevant legislative requirements are met. Council's assessment processes and procedures are constantly monitored to ensure an accurate yet cost efficient service is provided to all stakeholders.</p> <p>As at the end of June 2014, the number of outstanding applications (DA, S96 and S82A reviews) stood at 228. This represents an increase compared to the previous quarter and is due to increased development activity at the financial year end. Our median processing time for all DAs, S96 and S82A review applications for the second quarter was 68 days which remains well below the 80 days target.</p> <p>Land and Environment Court</p> <p>There was a significant reduction in the number of appeals lodged during the last financial year due to reduced development activity but also due to a concerted effort from Council to facilitate improved outcomes which prevented unnecessary appeals to the Land and Environment Court. For matters that do proceed to the Land and Environment Court, Council continues to achieve a high success rate and our original position is vindicated as substantial amendments are generally effected through the Court process.</p>				
 Task	P2.1.2.1.1	Assessments are of a high quality, accurate and consider all relevant legislative requirements.	Manager Development Control		
Comments	Assessments are undertaken by qualified and skilled professionals whose recommendations are peer reviewed by senior staff to ensure that decisions are consistent and Council's legislative obligations are satisfied.				
 Task	P2.1.2.1.2	Manage the number of outstanding applications.	Manager Development Control		
Comments	All development applications are monitored weekly to ensure there are no unavoidable delays attributable to Council's processes. There were 228 undetermined applications at the end of this quarter which is slightly higher than the previous quarter (224).				
 Task	P2.1.2.1.3	Determine applications in an effective and efficient manner and within agreed timeframes.	Manager Development Control		
Comments	The progress of applications is constantly monitored to ensure there are no unreasonable delays attributable to Council's processes. The median processing time for all applications was less than 68 days at the end of the quarter and is well within the agreed timeframe.				
 Task	P2.1.2.1.4	Provide high quality technical advice.	Manager Development Control		
Comments	Technical advice is provided by experienced professionals and where appropriate, peer reviewed to ensure it is accurate and contains no errors.				
 Task	P2.1.2.1.5	Maintain and update Council's systems and processes regularly.	Administration Systems Co-ordinator		
Comments	All Council's systems are continuously monitored and updates undertaken as and when required.				
 Critical Action	P2.1.2.2	Provide Regulatory Services consistent with State and local controls.	Manager Regulatory Services		
Comments	Monitoring of local parking restrictions has continued throughout the period. Purchase of new electronic monitoring equipment in the final quarter of the year has assisted the service. It is superior in terms of occupational health and safety for the officers.				
 Task	P2.1.2.2.1	Regulatory action is undertaken in accordance with Council's Compliance Policy.	Team Leader Regulation		
Comments	Council rangers monitored and enforced all state roads, local roads, council owned carparks and school zones in accordance with Council's Compliance				







Category	Code	Name	Progress Status	Responsible Officer
		<p>Policy. Council Rangers were very proactive in around school zone areas during this reporting period. Council Rangers are servicing the safety school campaign roster which ensures that the rangers visit each school am and pm during this reporting period. 115 penalty notices have been issued for various offences, the main type of infringement being "no parking" offences. Council received 270 parking complaints during this reporting period for varying offences. 195 were received for general on-street offences, 24 were received for carpark offences and 61 for alleged blocked driveways, a significant increase from the previous reporting period. Council Parking Rangers were very pro-active with Council carpark. Parking Rangers are now monitoring all of Council's carparks with the newly acquired Licence Plate Recognition technology. This camera equipment allows the parking rangers to cover more of the carparks on a more regular basis ensuring compliance of those regulated areas.</p> <p>Key Achievements Licence Plate Recognition hardware and software was purchased in the final quarter of the year. This technology assists in regulating carparks, the equipment electronically records the movement of vehicles within our carparks, and increases the efficiency of patrols.</p>		
 Term Achievement	P3.1.1	A high standard of design quality and building environmental performance is achieved in new development.		Director Strategy & Environment
Comments		<p>Sound progress was achieved during the year with finalisation of the principal Local Environmental Plan and draft Principal Development Control Plan. Once operational, these plans will facilitate quality urban design outcomes. The Development Control Plan also incorporates provisions encouraging the integration of sustainable building design principles into developments that require the submission of a development application. Staff training is planned to commence following the final gazettal of the Local Environmental Plan and adoption of the Development Control Plan.</p> <p><i>Progressing in accordance with Delivery Program - Year 1</i></p>		
 Critical Action	P3.1.1.1	Review and refine Local Environmental Plans and Development Control Plans to facilitate quality urban design outcomes.		Manager Urban & Heritage Planning
Comments		Council has reviewed and refined Local Environmental Plans and Development Control Plans to facilitate quality urban design outcomes. Training will commence on the final gazettal and adoption of the Council Development Control Plan.		
 Task	P3.1.1.1.1	Monitor design quality standards in Council's Local Environmental Plans and Development Control Plans.		Team Leader Urban Planning
Comments		Ongoing monitoring and liaison has occurred with development assessment officers to identify issues and concerns with existing development standards and controls under the Local Centres Local Environmental Plan and Development Control Plan. Issues are being addressed in the development of the Principal Local Environmental Plan and Development Control Plan, as well as part of the 12 month review of the Local Centres Development Control Plan		
Key Achievements		The preparation of the draft Principal Development Control Plan has seen a thorough review of a number of sections, including the dwelling house and heritage controls. The objectives and controls within the DCP have been reviewed in light of recent experiences in development assessment processes and Land and Environment Court cases. The draft DCP also have aligned controls in line new legislative requirements such as the draft Principal LEP 2014 and State Environmental Planning Policy (Exempt and Complying Development Codes) 2008.		
 Task	P3.1.1.1.2	Assessment of applications is consistent with Council's adopted Local Environmental Plan's and Development Control Plan's.		Manager Development Control
Comments		All applications are assessed and then peer reviewed to ensure Council's adopted Local Environmental Plans and Development Control Plans are consistently applied.		
 Task	P3.1.1.1.3	Design outcomes are assessed against the objectives of adopted Local Environmental Plans and Development Control Plans.		Manager Development Control
Comments		Assessments are carried out by appropriately qualified professional staff against all relevant Local Environmental Plans and Development Control Plans. Where Council does not have relevant skills external consultants are utilised.		








Category	Code	Name	Progress Status	Responsible Officer
 Task	P3.1.1.1.4	Coordinate the completion of B2 land subdivision and development site construction in preparation for divestment.		Manager Strategic Projects
Comments	Subdivision works are progressing generally in accordance with the project schedule. This included an on site detention basin and construction of a 250,000 litre collection tank that will collect water run-off to be pumped to Auluba Oval within Sir David Martin Reserve. Time lost from initial inclement weather has not delayed the program substantially.			
Reason	Finalisation of sustainable building design resources for pre-development applications cannot occur until the principal Development Control Plan has been exhibited and endorsed by Council.			
Remedial Action	The required work will be completed in 2014/2015. A task to complete this work is included in Council's adopted 2014/2015 Operational Plan.			
 Task	P3.1.1.1.5	Undertake training for assessment planners and relevant stakeholders on design quality.		Team Leader Urban Planning
Comments	Design quality is an on-going consideration in the preparation of the Principal Development Control Plan and the review of the Local Centres Development Control Plan. Targeted training of assessment staff will be undertaken following the adoption of the Development Control Plans.			
Reason	Formal training on design quality will commence following adoption of the Principal Development Control Plan and completion of the first review of the Local Centres Development Control Plan.			
Remedial Action	This is an ongoing task and is included in Council's adopted 2014/2015 Operational Plan.			
 Critical Action	P3.1.1.2	Council progressively encourages sustainability design principles into the development application process.		Manager Environment and Sustainability
Comments	A draft master plan was prepared for Roseville Park and a draft report completed for North Pymble Park. Due to limited staff resources in the last quarter of 2013/2014 both projects were deferred until early 2014/2015. All interested parties were advised of the modified timeframes.			
Reason	Due to limited staff resources in the last quarter of 2013/2014 progression and completion of both district masterplans was deferred until 2014/2015.			
Remedial Action	It is proposed to complete both masterplans in 2014/2015 and appropriate tasks included in the 2014/2015 Operational Plan.			
 Task	P3.1.1.2.1	Develop resources on sustainable building design for incorporation into the Pre-Development Application process.		Sustainability Planner
Comments	Input was provided on sustainability considerations to be included in the Principal Development Control Plan (DCP), which will incorporate the sustainable building design principles included in DCP 38 - The Ku-ring-gai Residential Design Manual. A preliminary set of resources have been developed to complement the Principal DCP, to encourage the integration of sustainable building design principles into developments that require the submission of a DA. These will be finalised after the Principal DCP has been endorsed by Council following the public exhibition period.			
Reason	Resources will be finalised after the Principal DCP has been endorsed by Council following the public exhibition period.			
Remedial Action	Completion of the resources is included as a task in Council's adopted 2014/2015 Operational Plan.			
 Task	P3.1.1.2.2	Introduce the principles of sustainability design into the Pre-Development Application processes.		Sustainability Planner
Comments	Resources were developed to complement the Principal DCP, to encourage the adoption of sustainable building design in the Pre-Development Application stage.			
 Critical Action	P3.1.1.3	Design quality and sustainable design is promoted through events or other activities.		Manager Environment and Sustainability







Category	Code	Name	Progress Status	Responsible Officer
Comments	During the reporting period both design quality and sustainable design were promoted through a sustainable building workshop, information provided on Council's website and promotion of sustainable house day.			
 Task	P3.1.1.3.1	Develop and implement a design quality and sustainable design event program.		Sustainability Engagement Coordinator
Comments	A workshop conducted by sustainable building expert and author of the Your Home Technical Guide, Chris Reardon was held on 4 June 2014 with 41 people attending. Feedback from attendees has prompted plans for another building sustainable homes event in early 2015. Information about building and renovating homes with sustainable features has been uploaded to Council's website with a hard copy in production. Sustainable House Day is being promoted to the Loving Living Ku-ring-gai sustainability and environment audience, both to encourage people to open their homes and to encourage residents to attend open homes on Sustainable House Day in September.			
Key Achievements	A workshop conducted by sustainable building expert and author of the Your Home Technical Guide, Chris Reardon was held on 4 June 2014 with 41 people in attendance.			
 Term Achievement	P4.1.1	Plans to revitalise local centres are being progressively implemented and achieve quality design outcomes in collaboration with key agencies, landholders and the community.		Director Strategy & Environment
Comments	As part of planning for revitalisation of local centres a highly successful community 'Family Fun Day' engagement event was held at Lindfield local centre. A similar event at the Turramurra local centre was recently conducted. A review of Council's Outdoor Dining and Goods on Footpath Policy was delayed and will be progressed in 2014-2015.			
	<i>Delayed actions will be reviewed and progressed in the coming year - Year 1</i>			
 Critical Action	P4.1.1.1	Council proactively works with owners, developers and agencies of the local centres to achieve quality design outcomes. (e.g. through voluntary planning agreements, education)		Manager Urban & Heritage Planning
Comments	During this period Council ran a "family fun day" event on the Tryon Road car park in Lindfield as a step in engaging the local community and gaining feedback via a survey on the project. This project represented a new approach for Council to engagement and had a strong place making outcome. The event was well received by participants and Councillors and over 120 surveys were completed. Given the success of the event a series of similar events are now being planned for other centres including Turramurra, St Ives and Gordon local centres. The review of the Outdoor Dining & Goods on Footpath Policy will be included as part of the new Principal Development Control Plan and one year review of the Local Centres Local Environmental Plan.			
Reason	Staff resources have been focussed on priority aspects of local centres planning and project delivery.			
Remedial Action	The review of the Outdoor Dining & Goods on Footpath Policy is included in Council's adopted 2014/2015 Operational Plan.			
 Task	P4.1.1.1.1	Implement a place management approach for the local centre improvements to coordinate works and achieve quality outcomes.		Team Leader Urban Design
Comments	During this period Council ran a "family fun day" event on the Tryon Road car park in Lindfield as a step in engaging the local community and gaining feedback via a survey on the project. The event received a positive response from participants.			
 Task	P4.1.1.1.2	Review Council's Outdoor Dining and Goods on Footpath Policy ensuring it is consistent with Council's public domain plan.		Team Leader Urban Design
Comments	This project did not progress due to the allocation of available resources to other priorities and programs including the Ku-ring-gai Local Environmental Plan and Development Control Plan.			
Reason	Available resources were focussed on other priorities and programs.			






Category	Code	Name	Progress Status	Responsible Officer
Remedial Action The project is included in Council's adopted 2014/2015 Operational Plan.				
 Term Achievement	P4.1.2	Planning opportunities are investigated for the revitalisation of the St Ives Centre and surrounding precincts in collaboration with owners, developers, government agencies and local residents.		Director Strategy & Environment
Comments	While some work has been completed progression of the master planning project is reliant on Council receiving a formal response from the owners of the St Ives Shopping Village in relation to a potential planning proposal. <i>Delayed actions will be reviewed and progressed in the coming year - Year 1</i>			
 Critical Action	P4.1.2.1	The Master Plan for the St Ives Centre and surrounding precincts is implemented.		Manager Urban & Heritage Planning
Comments	In December 2013, Council resolved to commence a master planning process for lands adjacent to the St Ives Shopping Centre, and although the project has been progressed it is reliant on Council receiving a formal response from the owners of the St Ives Shopping Village in relation to a potential planning proposal.			
Reason	Progression of this project is dependent on the receipt of a planning proposal from the owners of the St Ives Shopping Village.			
Remedial Action	A Community Facilities Strategy (CFS) for the overall Local Government Area was completed and initial discussions have taken place with the St Ives local community groups.			
 Task	P4.1.2.1.1	Engage with relevant stakeholders to establish timing, extent and partnership opportunities.		Team Leader Urban Design
Comments	During this period there was some further progress, however the project is reliant on Council receiving a formal response from the owners of the St Ives Shopping Village in relation to a potential planning proposal. A Community Facilities Strategy (CFS) for the overall Local Government Area has been completed and initial discussions have taken place with St Ives local community groups and project brief prepared.			
Reason	Progression of the project is dependent on the receipt of a planning proposal from the owners of the St Ives Shopping Village.			
Remedial Action	The project was included as a task in Council's adopted 2014/2015 Operational Plan.			
 Task	P4.1.2.1.2	Undertake due diligence and undertake project scope.		Team Leader Urban Design
Comments	During this period there was no further progress on this task.			
Reason	Progression of the project is dependent on the receipt of a planning proposal from the owners of the St Ives Shopping Village.			
Remedial Action	The project was included as a task in Council's adopted 2014/2015 Operational Plan.			
 Task	P4.1.2.1.3	Identify and engage with the key stakeholders.		Team Leader Urban Design
Comments	During this period the key stakeholders have been identified and engaged with. Further progression of this task and the overall projects is dependent upon the receipt of a planning proposal from the owners of the St Ives Shopping Village. A task to continue engagement of key stakeholders has been included in Council's adopted 2014/2015 Operational Plan.			
 Term Achievement	P4.1.3	An improvement plan for Gordon Centre is being progressively implemented in collaboration with owners, businesses and state agencies.		Director Strategy & Environment
Comments	Progress on master planning for a community hub within the Gordon Town Centre was not progressed during the year due to delays in the			




Category	Code	Name	Progress Status	Responsible Officer
<p>reclassification process of the Council Chambers site and the a lack of a funding stream for implementation.</p> <p><i>Delivery of contributing Critical Actions and Tasks are under review - Year 1</i></p>				
	Critical Action	P4.1.3.1	<p>A Master Plan is developed and in place for a community hub within the Gordon Town Centre to accommodate cultural and arts activities and promote social interaction.</p> <p style="text-align: right;">Manager Urban & Heritage Planning</p>	
Comments	<p>During the reporting period work progressed on a planning proposal for reclassification of the Council Chambers site in preparation for the commencement of a masterplanning process.</p>			
Reason	<p>The project was delayed due to the lengthy reclassification process.</p>			
Remedial Action	<p>A Community Facilities Strategy (CFS) was prepared for the broader local government area to establish the preferred locations and types of facilities required. The recommendations from the CFS will form the basis of the future masterplanning for the site. Council's adopted Delivery Program and Operational Plan 2014/2015 and Capital Works Program has allocated funding towards the masterplan.</p>			
	Task	P4.1.3.1.1	<p>Engage with relevant stakeholders to establish timing, extent and partnership opportunities.</p> <p style="text-align: right;">Team Leader Urban Design</p>	
Comments	<p>During this period a Community Facilities Strategy (CFS) was completed for the Local Government Area. This study defines the potential size and scope of a cultural hub in Gordon. Engagement with relevant stakeholders cannot commence until the recommendations of the CFS are reviewed and reclassification of the Council Chambers site.</p>			
Reason	<p>The project was delayed due to a lengthy reclassification process.</p>			
Remedial Action	<p>A task to engaged with relevant stakeholders is included in Council's adopted 2014/2015 Operational Plan.</p>			
	Task	P4.1.3.1.2	<p>Undertake due diligence and undertake project scope.</p> <p style="text-align: right;">Team Leader Urban Design</p>	
Comments	<p>This task cannot be progressed until the masterplanning process commences for a community hub within the Gordon Town Centre.</p>			
Reason	<p>This task was not progressed due to the delays in the commencement of the masterplanning process for the community hub.</p>			
Remedial Action	<p>The task is included in Council's adopted 2014/2015 Operational Plan.</p>			
	Task	P4.1.3.1.3	<p>Identify and engage with the key stakeholders.</p> <p style="text-align: right;">Team Leader Urban Design</p>	
Comments	<p>This task cannot be progressed until the masterplanning process commences for a community hub within the Gordon Town Centre.</p>			
Reason	<p>This task was not progressed due to the delays in the commencement of the masterplanning process for the community hub.</p>			
Remedial Action	<p>This task is included in Council's adopted 2014/2015 Operational Plan.</p>			
	Term Achievement	P4.1.4	<p>An improvement plan for Lindfield centre is being progressively implemented in collaboration with owners, businesses and state agencies.</p> <p style="text-align: right;">Director Strategy & Environment</p>	
Comments	<p>Planning for Lindfield Local Centre was significantly advanced during the year with the completion of a Community Facilities Study, Stage 1 economic feasibility report and base traffic model. The Lindfield Village Green Project advanced with input from the community and close liaison with Transport NSW regarding the inclusion of commuter car parking in the project.</p> <p><i>Progressing in accordance with Delivery Program - Year 1</i></p>			





Category	Code	Name	Progress Status	Responsible Officer
 Critical Action	P4.1.4.1	The Master Plan for the Lindfield centre and surrounding precincts is implemented.		
Manager Urban & Heritage Planning				
Comments	During this period the Lindfield Village Green Project has progressed well with input from state agencies and local community groups. Staff have been liaising closely with representatives from Transport for NSW (TFNSW) in relation to a partnership involving the provision of commuter car parking (funded by TFNSW) as part of the project. Draft plans for the car park have been prepared and initial cost estimates are currently underway.			
Key Achievements	Council has worked closely with TFNSW with the joint objective being delivery of commuter car parking for Lindfield residents. A community event was held on the Tryon Road car park site which included closing part of the car park and creating.			
 Task	P4.1.4.1.1	Engage with relevant stakeholders to establish timing, extent and partnership opportunities.		Team Leader Urban Design
Comments	During this period the Lindfield Village Green Project has progressed well with staff liaising closely with representatives from Transport for NSW (TFNSW) in relation to a partnership involving the provision of commuter car parking (funded by TFNSW) as part of the project. Draft plans for the car park have been prepared and initial cost estimates are currently underway.			
Key Achievements	Council has worked closely with TFNSW with the joint objective being delivery of commuter car parking for Lindfield residents. A successful community event was held on the Tryon Road car park site which included closing part of the car park and creating a "temporary park".			
 Task	P4.1.4.1.2	Undertake due diligence and undertake project scope.		Team Leader Urban Design
Comments	During this period due diligence for the Lindfield Village Green was completed and the project scope finalised pending a decision from Transport for NSW regarding the funding of commuter car parking on the site. A report to Council is scheduled for August 2014 seeking Council's approval of the project scope, budget and program.			
 Task	P4.1.4.1.3	Identify and engage with the key stakeholders.		Team Leader Urban Design
Comments	During the reporting period we engaged with key stakeholders in the following ways: * A consultation event managed by Council on the Tryon Road car park. This event involved engagement with residents, business owners and operators - Over 120 surveys were completed by people who attended the event. * We attended and presented at a community forum managed by community Support Lindfield with over 150 residents attended the event. * We have established a webpage for the project.			
 Term Achievement	P5.1.1	Strategies, plans and processes are in place to effectively protect and preserve Ku-ring-gai's heritage assets.		
Director Strategy & Environment				
Comments	A major review of heritage provisions was completed as part of the finalisation of the draft Ku-ring-gai Local Environmental Plan 2013 and included the addition of significant new heritage conservation areas. This contemporary plan enhances the protection and preservation of heritage assets and will be complemented by new heritage provisions included in Council's draft Principal Development Control Plan. Current development assessment processes and management actions for heritage items continued to be delivered. <i>Progressing in accordance with Delivery Program - Year 1</i>			
 Critical Action	P5.1.1.1	Implement, monitor and review Ku-ring-gai's heritage planning provisions.		
Manager Urban & Heritage Planning				
Comments	Overall there has been a major review of the heritage provisions along with new items and heritage conservation areas (HCAs) in place under the draft Ku-ring-gai Local Environmental Plan 2013. Training on the new Development Control Plan (DCP) and Local Environmental Plan (LEP) will take place after both are fully operational.			








Category	Code	Name	Progress Status	Responsible Officer
Key Achievements	A review of the heritage provisions of the Principal DCP has been finalised. A significant number of new items and HCAs are also in place.			
 Task	P5.1.1.1.1	Identify gaps in existing strategies and plans.		Heritage Advisor
Comments	Ongoing identification of potential heritage items and potential Heritage Conservation Areas (HCAs) has taken place. Several planning proposals are awaiting Gateway Determination from the Department of Planning. The draft Development Control Plan has been prepared which involved extensive consultation across the relevant Departments. Review of further potential heritage items is ongoing. A consultant was employed to review a number of potential heritage items deferred from the Ku-ring-gai Local Environmental Plan 2013.			
 Task	P5.1.1.1.2	Develop heritage provisions for the Principal Development Control Plan.		Team Leader Urban Planning
Comments	A comprehensive review of the heritage items and heritage conservation area controls has occurred as part of the preparation of the draft Principal Development Control Plan (DCP). Following finalisation of the Principal DCP, the new controls will also be incorporated into the Local Centres DCP.			
 Task	P5.1.1.1.3	Develop information and training modules for the community.		Team Leader Urban Planning
Comments	Development of information and training modules for the community can not be advanced until the Principal Development Control Plan is finalised and a Heritage Reference Committee is established, as requested by Council.			
Reason	Progress on this task has been delayed pending the finalisation of the Principal DCP and the establishment of the Heritage Reference Committee.			
Remedial Action	A task to complete this work is included in Council's adopted 2014/2015 Operational Plan.			
 Task	P5.1.1.1.4	Protection of heritage through the development assessment process is consistent with State and local government controls.		Heritage Advisor
Comments	All Development Applications (DA) and Pre DAs are assessed against relevant heritage controls to ensure Council's legislative obligations are met. During this period additional internal and external resources have been utilised in the assessment of applications that involve heritage items and properties in heritage conservation areas to provide assurance that such applications meet Council's controls.			
 Critical Action	P5.1.1.2	Protect and effectively manage Ku-ring-gai's Aboriginal heritage assets in conjunction with the Aboriginal Heritage Office.		Manager Environment and Sustainability
Comments	Known Aboriginal Heritage sites were taken into consideration for all environmental assessments and hazard reduction burns. Aboriginal Heritage Awareness staff training sessions continued.			
 Task	P5.1.1.2.1	Deliver management actions and training to protect and manage Aboriginal heritage including actions in the Biodiversity Strategy.		Technical Officer Bushfire
Comments	Known Aboriginal Heritage sites were considered for all environmental assessments and hazard reduction burns. No additional Aboriginal Heritage sites have been noted on Council records. Aboriginal Heritage Awareness staff training sessions were held in late 2013 and the next will be part of Council's Environmentally Sensitive Lands (ESL) training program, scheduled for October/ November 2014.			
 Term Achievement	P5.1.2	Conservation Management Plans are in place and being implemented for the cultural and heritage assets of the area to ensure their long term viability.		Director Strategy & Environment
Comments	Progress on the preparation of conservation management plans for Council's heritage assets was limited during 2013-2014 due to other significant heritage work priorities and the unavailability of suitable external funding assistance. <i>Delayed actions will be reviewed and progressed in the coming year - Year 1</i>			





Category	Code	Name	Progress Status	Responsible Officer
 Critical Action	P5.1.2.1	Prepare conservation management plans for heritage assets within available resources.		Manager Urban & Heritage Planning
Comments	Ongoing investigation and monitoring of funding opportunities has found there are no applicable external funding programs available. During the period, Council heritage resources were focussed on the completion of the Ku-ring-gai Local Environmental Plan 2013 and Principal Development Control Plan.			
Reason	During the period, heritage resources were focussed on the completion of the Ku-ring-gai Local Environmental Plan 2013 and Principal Development Control Plan.			
Remedial Action	A task to continue investigating resources is included in Council's adopted 2014/2015 Operational Plan.			
 Task	P5.1.2.1.1	Identify resources for the development and implementation of heritage conservation management plans.		Team Leader Urban Planning
Comments	No external resources were identified during the reporting period.			
Reason	Internal heritage resources have been focussed on the completion assessment of heritage items and Heritage Conservation Areas.			
Remedial Action	A task to continue investigation resources is included in Council's adopted 2014/2015 Operational Plan.			
 Task	P5.1.2.1.2	Investigate funding opportunities for preparation of Conservation Management Plan's.		Team Leader Urban Planning
Comments	Investigation and monitoring of funding opportunities were ongoing during the period. No applicable funding programs were identified.			
 Task	P5.1.2.1.3	Develop prioritisation criteria and identify Councils properties requiring Conservation Management Plan's.		Team Leader Urban Planning
Comments	No additional work has been undertaken on this task during the period due to heritage resources being focussed on the Principal Development Control Plan and further heritage items and conservation areas review for the Principal LEP.			
Reason	Heritage resources were focussed on other work priorities.			
Remedial Action	It is proposed to carry this task forward to Council's adopted 2014/2015 Operational Plan.			
 Term Achievement	P5.1.3	Local, Aboriginal and cultural history is recognised and promoted.		Director Community
Comments	Progress on the program of heritage activities, heritage walks and heritage signage has been delayed due to competing heritage projects, primarily the draft Ku-ring-gai Local Environmental Plan 2013 and the associated Development Control Plan (DCP). This work has now been largely completed and the new Heritage Reference Committee will be able to assist in the delivery of these programs. <i>Delayed actions will be reviewed and progressed in the coming year - Year 1</i>			
 Critical Action	P5.1.3.1	Local and cultural history is recognised and promoted.		Manager Urban & Heritage Planning
Comments	Progress on the program of heritage activities, heritage walks and heritage signage has been delayed due to competing heritage projects, primarily the draft Ku-ring-gai Local Environmental Plan 2013 and the associated Development Control Plan (DCP). The new Heritage Reference Committee will be a good mechanism to assist in the delivery of these programs.			
Reason	This program is unfunded. Competing heritage priorities have prevented the allocation of internal resources to this Task. This is primarily the preparation and delivery of the draft Ku-ring-gai Local Environmental Plan 2013 and DCP, including new heritage items and heritage conservation areas.			








Category	Code	Name	Progress Status	Responsible Officer
Remedial Action The new Heritage Reference Committee will be a good mechanism to assist in the delivery of these programs. These projects have been carried over to the 2014/2015 program but remain unfunded.				
 Task	P5.1.3.1.1	Develop a program of heritage activities to promote local heritage.		Team Leader Urban Planning
Comments	Progress on this task has been delayed pending the formation of the Heritage Reference Committee. Internal Council resources have been focused on review of heritage items and HCAs.			
Reason	Internal Council resources have been focused on review of heritage items and HCAs.			
Remedial Action	Input on this task will be sought from the new Heritage Reference Committee once formed. The task is included in Council's adopted 2014/2015 Operational Plan.			
 Task	P5.1.3.1.2	Develop a pilot heritage walk in consultation with key stakeholders.		Team Leader Urban Planning
Comments	Progress on this task has been delayed pending the formation of the Heritage Reference Committee. Internal Council resources have been focused on review of heritage items and HCAs.			
Reason	Internal Council resources have been focused on review of heritage items and HCAs.			
Remedial Action	Input on this task will be sought from the new Heritage Reference Committee once formed. The task is included in Council's adopted 2014/2015 Operational Plan.			
 Task	P5.1.3.1.3	Investigate heritage signage opportunities.		Team Leader Urban Planning
Comments	Progress on this task has been delayed pending the formation of the Heritage Reference Committee. Internal Council resources have been focused on review of heritage items and HCAs.			
Reason	Internal Council resources have been focused on review of heritage items and HCAs.			
Remedial Action	Input on this task will be sought from the new Heritage Reference Committee once formed. The task is included in Council's adopted 2014/2015 Operational Plan.			
 Critical Action	P5.1.3.2	Local Aboriginal history is recognised and promoted.		Manager Community and Recreation
Comments	Council actively assisted in organising, promoting and participating in a 2014 NAIDOC Week activities.			
	The 2014 Guringai Festival saw a number of successful events were held in Ku-ring-gai to celebrate the Guringai Festival including an Aboriginal Heritage Walk, Aboriginal culture walks in the Wildflower Garden and an Author Encounter with Anita Heiss.			
	The Children's Voices for Reconciliation Concert at Ravenswood School for Girls was opened by the Mayor of Ku-ring-gai. The master of ceremonies was Aboriginal singer, poet, didgeridoo master and educator Gumaroy Newman who expertly intertwined the theme of reconciliation with the performances by students consisting of music, poetry and dance. The event emphasised the importance of young people's involvement as leaders in the process of reconciliation and their role in forging greater understanding between indigenous and non-indigenous Australians.			
Key Achievements	The Wildflower Garden NAIDOC program led by Australian Aboriginal Elder, teacher and artist, Walangari Karntawarra. They were captivated by Walangari's Aboriginal campfire stories and the songs of the didgeridoo and many joined in with the dancing. Over 220 local young people united to have their voices heard at our annual Children's Voices for Reconciliation Concert at Ravenswood School for Girls The NAIDOC Colouring Competition initiative involved both primary and secondary schools in the area.			
 Task	P5.1.3.2.1	Aboriginal culture promoted at Wildflower Garden and on Council's website.		St Ives Precinct Coordinator
Comments	NAIDOC program was attended by 55 people and was led by Australian Aboriginal Elder, teacher and artist, Walangari Karntawarra. The campfire was an important place for Aboriginal people to meet and share their history, listen to storytellers and talk of the day's happenings. They were captivated by Walangari's Aboriginal campfire stories and the songs of the didgeridoo and many joined in with the dancing.			






Category	Code	Name	Progress Status	Responsible Officer
Key Achievements		Involvement in NAIDOC week was a tremendous success with a partnership with the local Aboriginal community. Discussions are being held with the Northern Sydney Aboriginal Cultural Centre about future collaborations.		
 Task	P5.1.3.2.2	Develop opportunities to showcase indigenous culture at the Guringai Festival and NAIDOC Week.		Manager Community Development
Comments	<p>Council in partnership with the Aboriginal Heritage Office continued with its education program in local schools and talks to community organisations and public events.</p> <p>Council participated in a 2014 NAIDOC Week Colouring Competition initiative that involved both primary and secondary schools in the area and promoted Aboriginal arts and culture. This project commenced in February and winners of the various categories are scheduled to be announced in July 2014.</p> <p>To celebrate the 2014 Guringai Festival a number of successful events were held including an Aboriginal Heritage Walk, Aboriginal culture walks in the Wildflower Garden and an Author Encounter with Anita Heiss. In July, the Wildflower Garden will hold Bush Kids events to celebrate NAIDOC Week and the Guringai Festival.</p> <p>Over 220 local young people united to have their voices heard at our annual Children's Voices for Reconciliation Concert at Ravenswood School for Girls. The master of ceremonies was Aboriginal singer, poet, didgeridoo master and educator Gumaroy Newman who expertly intertwined the theme of reconciliation with the performances by students consisting of music, poetry and dance. The event opened by the Mayor of Ku-ring-gai emphasised the importance of young people's involvement as leaders in the process of reconciliation and their role in forging greater understanding between indigenous and non-indigenous Australians.</p>			
 Term Achievement	P6.1.1	Partnerships are established with community groups and organisations to optimise the availability and use of sporting, recreation and leisure facilities.		Director Strategy & Environment
Comments	<p>Opportunities for partnerships continued to be identified and developed during the year, including partnering with the YMCA to deliver facilities and management of Ku-ring-gai's new Fitness and Aquatic Centre, successful community grant funding of \$250k for a regional playground at St Ives Showground, completion of the new community facility and synthetic playing field at Eton Road, Lindfield, and the development of both private and community based partnerships at the Wildflower Garden.</p> <p><i>Progressing in accordance with Delivery Program - Year 1</i></p>			
 Critical Action	P6.1.1.1	Engage with community partners to improve Councils sporting and recreational facilities.		Manager Community and Recreation
Comments	<p>New partnerships with community groups and organisations have been developed to improve our sporting and recreation facilities. Our main partnership has been with the YMCA to manage the new Ku-ring-gai Fitness and Aquatic Centre including staffing, membership and programs. Working with the YMCA we will open the facility with an exceptional range of programs, equipment and membership options for the community. During the reporting period Council applied for a range of relevant grant programs including NSW Sport and Recreation, Metropolitan Greenspace Program, Community Partnerships and Active Living grants. Council was successful in receiving \$250,000 Metropolitan Greenspace Grant for the St Ives Showground Regional Playground project in 2013 with construction planned for next financial year. With other grant programs we are awaiting notification of successful projects. A sporting forum will be co-ordinated with the opening of the aquatic centre and other main projects such as North Turramurra new stage 1 golf holes.</p>			



Category	Code	Name	Progress Status	Responsible Officer
Key Achievements		<p>At the Wildflower Garden our work with the Australian Plant Society (APS) on presentations and programs has assisted the APS with significant growth in attendance.</p> <p>New partnerships with wedding suppliers at Caley's have also been developed.</p> <p>The Trapeze group at the Showground is a new partnership offering lesson and School Holiday programs later in 2014.</p> <p>In the recreation area construction of the Charles Bean synthetic sportsfield has improved co-operation between Council, NSFA, UTS and Defence Housing Australia.</p> <p>Improved working arrangements with YMCA have been developed in planning for the Ku-ring-gai Fitness and Aquatic Centre opening and future management.</p> <p>We have strengthened our partnership with Heart Foundation Walking groups in delivering a second program, the Gordon group is a new free walking group.</p>		
 Task	P6.1.1.1.1	Pursue improvement of facilities through partnerships and external funding opportunities.		St Ives Precinct Coordinator
Comments		<p>The Function Centre now known as Caley's Pavilion is open and available for corporate and wedding bookings.</p> <p>Planning and design work is underway for the Regional Playground at the Showground with a Metropolitan Greenspace Grant.</p> <p>The Trapeze Program (ARCCA) is proving popular and is will have a school holiday program in the September holidays in the Douglas Pickering Pavilion.</p>		
Key Achievements		<p>Work with the Australian Plant Society on presentations and programs with significant growth in attendance.</p> <p>The Trapeze group is operating from the Showground offering lessons and a school holiday program.</p> <p>The Visitor Centre completion is planned for August 31 2014 with new partnerships with Australian Plant Society and select product suppliers.</p>		
 Task	P6.1.1.1.2	Investigate grant funding opportunities to improve recreational facilities.		Manager Community and Recreation
Comments		<p>The current range of suitable grant programs including NSW Sport and Recreation, Metropolitan Greenspace Program, Community Partnerships and Active Living grants have been considered and suitable projects applied for in 2013.</p>		
Key Achievements		<p>A \$250,000 Metropolitan Greenspace Grant was received for the St Ives Showground Regional Playground project in 2013.</p>		
 Task	P6.1.1.1.3	Establish and facilitate a regular sporting forum.		Team Leader Community & Recreation
Comments		<p>The Winter sports forum was not achieved due to available staff resources being dedicated to other priority areas.</p>		
Reason		<p>Key staff have been dedicated to the completion of current capital projects, including the Aquatic Centre Management Contract.</p>		
Remedial Action		<p>A forum is planned for all stakeholders following the opening of the Aquatic Centre. This forum may include site visits to the Aquatic Centre and new sporting facilities at Blair Wark VC, North Turramurra Golf Course, Allan Small Sportsfield and West Lindfield Sport & Recreation futsal courts. The task is included in Council's adopted 2014/2015 Operational Plan.</p>		
 Term Achievement	P6.1.2	A program is being implemented to improve existing recreation, sporting and leisure facilities and facilitate the establishment of new facilities.		Director Strategy & Environment
Comments		<p>Improvement programs included public toilet and amenity upgrades at a number of locations and the refurbishment of Bancroft Park Playground. Maintenance of playgrounds, parks and sporting facilities achieved agreed service levels. All planned projects within Council's adopted open space capital works program were delivered, including the upgrade of Allan small Oval. There were delays completing the program of district park master plans and Community Land Plans of Management due to staff resource limitations and delayed responses from State Government. These projects are proposed to be completed in 2014-2015.</p> <p><i>Progressing in accordance with Delivery Program - Year 1</i></p>		




Category	Code	Name	Progress Status	Responsible Officer
 Critical Action	P6.1.2.1	Deliver Council's adopted open space capital works program.		Manager Open Space Projects
	Code	Performance Indicator	Yearly Target	Units
	P6.1.2.1.A	Open space projects.	95	% completion of agreed annual program
Comments	All planned projects were completed.			
Key Achievements	Completion of the upgrade of Allan Small Oval.			
 Task	P6.1.2.1.1	Designs are prepared and environmental approvals obtained for the delivery of the open space capital works program.		Sports & Recreational Planner
Comments	All required approvals were obtained for open space capital works projects during the reporting period. All projects are subject to a Review of Environmental Factors (REF) or Planning Impact Assessment (PIA) and these are required to be approved before works can commence.			
 Task	P6.1.2.1.2	Develop concept designs for identified projects.		Sports & Recreational Planner
Comments	All planned open space projects were completed and concept designs progressed.			
 Task	P6.1.2.1.3	Conduct appropriate consultation and obtain necessary approvals.		Sports & Recreational Planner
Comments	All planned open space projects were completed this year.			
 Critical Action	P6.1.2.2	Prepare district park masterplans to inform the forward open space capital works program.		Manager Strategic Projects
Comments	A draft master plan was prepared for Roseville Park and a draft report completed for North Pymble Park. Due to limited staff resources in the last quarter of 2013/2014 North Pymble Park was deferred until early 2014/2015 and the Roseville Park master plan could not be further progressed. All interested parties were advised of the modified timeframes.			
Reason	Due to limited staff resources in the last quarter of 2013/2014 progression and completion of North Pymble Park was deferred until 2014/2015.			
Remedial Action	It is proposed to complete the master plan for North Pymble Park in 2014/2015 and an appropriate task included in the 2014/2015 Operational Plan.			
 Task	P6.1.2.2.1	Complete district park masterplan for natural grass athletics facility at North Pymble Park.		Sports & Recreational Planner
Comments	A draft report has been prepared. To allow thorough public consultation the public exhibition of the draft was delayed whilst key staff were on extended leave.			
Reason	With key staff being on extended leave the community would have not been best served by maintaining the proposed timeline.			
Remedial Action	The public exhibition and consultation phase of the master plan will commence in the first quarter once key staff have returned from extended leave. It is proposed to include a task in the 2014/2015 Operational Plan for the completion of this work.			
 Task	P6.1.2.2.2	Prepare district park masterplan for Roseville Park, Clanville Road, Roseville.		Sports & Recreational Planner
Comments	A draft Master plan has been prepared. The next stage of the planning process was delayed due to key staff being on extended leave. All interested parties notified that the matter would be progressed in the first quarter 2014/2015. A task to complete the master plan is proposed for the 2014/2015 Operational Plan. This task was previously omitted from the Plan.			





Category	Code	Name	Progress Status	Responsible Officer															
 Critical Action	P6.1.2.3	Community Land Plans of Management are regularly reviewed.		Manager Strategic Projects															
Comments	A draft Plan of Management for the St Ives Showground and Precinct Lands has been completed and is under review by Council officers. Following this review the draft Plan of Management shall be reported to Council in early 2014/2015 to place the draft Plan of Management on public exhibition. Consultants have been engaged to prepare the Canoon Road Recreation Area Plan of Management.																		
Reason	Consultants have been engaged but with consultation and Crown Lands requirements the draft St Ives Showground and Precinct Lands Plan of Management was not finalised by June 2014. Similarly, consultants were engaged for the preparation of the Canoon Road Recreation Area Plan of Management. This work is currently underway.																		
Remedial Action	Consultants have been engaged for the preparation of both the St Ives Showground and Precinct Lands Plan of Management and the Canoon Road Recreation Area Plan of Management.																		
 Task	P6.1.2.3.1	Complete Plan of Management for Canoon Road Recreation Area.		Principal Landscape Architect															
Comments	Consultants were appointed in May 2014 to undertake a review of the existing Plan of Management and prepare a revised draft Plan of Management for Canoon Road Recreation Area. Works have included regular meetings with stakeholders, draft consultation surveys and a final draft Plan of Management for review and feedback.																		
Reason	The scope of work for the revised Plan of Management required extensive investigation and consultation to completely redraft the original Plan. This resulted in a larger scope of works and a greater allocation of time than originally proposed.																		
Remedial Action	A Council report with the draft Plan of Management will be considered by Council in early 2014/2015. It is proposed to include a task to complete the Plan in Council's adopted 2014/2015 Operational Plan.																		
 Task	P6.1.2.3.2	Complete Plan of Management for the St Ives Showground and Precinct Lands.		Principal Landscape Architect															
Comments	A draft Plan of Management was completed and will be reported to Council in early 2014/2015 to place the draft Plan of Management on public exhibition.																		
Reason	The delay in response from the Crown Lands Division resulted in the critical path being reviewed and revised accordingly as other projects had a priority in the fourth quarter.																		
Remedial Action	A Council report with the draft Plan of Management will be considered by Council in August 2014. It is proposed to include a task to complete the Plan in Council's adopted 2014/2015 Operational Plan.																		
 Critical Action	P6.1.2.4	Ensure existing recreation and sporting facilities are maintained in accordance with asset management strategy and plans.		Manager Open Space Services															
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Code	Performance Indicator	Yearly Target	Units	Achieved to date															
P6.1.2.4.A	Satisfaction with the condition and maintenance of Council sporting fields.	75.0	%	75.0															
P6.1.2.4.B	Playground Safety Audit Program.	100.0	% completion of agreed annual program	100.0															
Comments	<p>Recreation and sporting facilities have been maintained in accordance with Council's asset management strategy and plans for the report period and this has been enhanced by the addition of technical roles to the structure. More information on usage of the facilities is being collected which allows for more focused maintenance to occur in problem areas. An audit of the new maintenance schedules will be implemented next financial year to determine where efficiency improvements can be made.</p> <p>The Local Infrastructure Renewal Scheme has enabled the planning for new amenities at Bancroft Park to be completed as well as the installation of a new facility at Turramurra Station and the refurbishment of toilets at St Ives Showground. Amenity refurbishments as part of capital funding has also occurred at Warrimoo Oval St Ives, Allan Small Oval Killara and Kendall Street Tennis Courts Pymble.</p>																		

Category	Code	Name	Progress Status	Responsible Officer
Key Achievements		Council continues to maintain it's playgrounds to a high standard with reference to compliance with the Australian Standard as indicated by independent audit results.		
 Task	P6.1.2.4.1	Revise Recreational Facilities Asset Management Plan to document maintenance, renewal and upgrade requirements to accord with Asset Management Strategy.		Strategic Asset Officer
Comments	The Recreational Facilities Asset Management Plan has been revised to align with Councils adopted Asset Management Strategy and Long Term Financial Plan. The capital works requirements have been documented in the plan.			
 Task	P6.1.2.4.2	Deliver Park Asset Refurbishment Program at priority locations.		Open Space Asset Supervisor
Comments	During the reporting period Bancroft Park Playground was refurbished. It is envisaged that 20 selected sites will be refurbished in the next reporting year.			
Key Achievements	Refurbishment of Bancroft Park Playground, with the installation of brand new play equipment and landscaping of surrounding park.			
 Task	P6.1.2.4.3	Deliver Local Infrastructure Renewal Scheme public toilet and amenity upgrade program.		Manager Engineering Service
Comments	During the second half of the financial year, Norman Griffith toilets were completed. Following a Request For Quotation process, refurbishment of the Horse Arena Toilets commenced with the male and female amenities now 60% and 40% completed respectively. Investigation and a layout plan for a new Exeloo at Bancroft Park was finalised, and the unit ordered.			
 Task	P6.1.2.4.4	Develop maintenance service levels for parks and sportsfields.		Parks & Sportsfields Operations Coordinator
Comments	New service schedules were finalised and implemented for Parks and Sportsfields teams.			
Key Achievements	Improved efficiency of maintenance with new schedules allowing teams to provide greater focus on smaller zones within the Ku-ring-gai local government area.			
 Task	P6.1.2.4.5	Implement and report on maintenance service levels for parks and sportsfields.		Parks & Sportsfields Operations Coordinator
Comments	Agreed service levels were implemented. Smooth transition for all staff involved in the internal restructure. Auditing process has only just begun on certain sections, but will become widespread over the next few months.			
Key Achievements	The major achievement has been the seamless transition of the staff moving between teams. Another achievement has been the increase in the maintenance levels for all areas under our responsibility and the willingness of the teams to undertake a more structured approach to maintenance.			
 Term Achievement	P7.1.1	Standards are developed to improve the condition and functionality of existing and new assets.		Director Operations
Comments	Sound progress was made during 2013 – 2014 assessing Council's buildings and facilities for building condition, sustainability performance and energy and water and conservation practices. Data collected from this work continues to inform annual improvement programs for the maintenance, renewal and upgrade of Council's buildings. This data will also form the basis of new and revised performance standards for sustainability and energy and water usage presently being developed. Work on asset componentisation was completed for all major buildings to assist with improved asset management.			
	<i>Progressing in accordance with Delivery Program - Year 1</i>			
 Critical Action	P7.1.1.1	A prioritised program of improvements to community meeting rooms, halls, buildings and facilities is being implemented.		Manager Engineering Service






Category	Code	Name	Progress Status	Responsible Officer
	Code	Performance Indicator	Yearly Target	Units
	P7.1.1.1.A	Condition rating of community buildings.	3.0	Condition rating
				Achieved to date
				2.5
Comments	Progress on Stage 2 of the building asset componentisation has slowed. Data collection is 15% completed, and is less than programmed. Council is undertaking building maintenance for compliance to meet minimum levels which includes painting, lighting and works for compliance and access.			
Key Achievements	Resulting directly from Stage 1 inspections, Council has identified a significant sub-structure condition in one of its leased properties at the Old School Trattoria Restaurant. Structural flooring settlement and damage as well as subsequent kitchen works were identified to be rectified. Council has engaged contractors to provide refurbishment that will deliver a higher quality service facility for the leases and improve access provisions for future maintenance.			
 Task	P7.1.1.1.1	Complete inspections of Council's buildings to establish maintenance, renewal and upgrade requirements at component level.		Manager Engineering Service
Comments	Progress on Stage 2 of the building asset componentisation has been delayed due to staff resources being prioritised on the delivery of building refurbishments requiring, document preparation, contractor procurement, engaging and project supervision. Building maintenance work was carried out in accordance with the program.			
Reason	Available staff resources were required to be reallocated to project management for building asset refurbishment.			
Remedial Action	Staff resourcing and program review required to established revised timeframes. A task to complete this work is included in Council's adopted 2014/2015 Operational Plan.			
 Task	P7.1.1.1.2	Develop an improvement program for the maintenance, renewal and upgrade of Council's buildings.		Manager Engineering Service
Comments	The Building Maintenance Program was developed in the fourth quarter of 2013/2014 for implementation during 2014/15. The program is based on compliance objectives.			
 Task	P7.1.1.1.3	Develop service levels for Council's buildings inline with community requirements and available resources.		Manager Engineering Service
Comments	The Building Asset Component Condition assessment progressed during the period, however stage 2 has slowed as staff were prioritised on project delivery of urgent building repair and refurbishment works.			
 Critical Action	P7.1.1.2	Council progressively introduces sustainability performance standards for Council buildings and facilities.		Manager Environment and Sustainability
Comments	A briefing paper has been drafted which outlines a number of building performance standards, and their benefits, for consideration by Council in developing sustainability performance standards for its (new and existing) buildings and facilities.			
Reason	Progress on this item has slowed as resources were diverted to resolving configuration and implementation issues with Council's new sustainability data management and reporting system.			
Remedial Action	Appropriate standards for Council's buildings and facilities will be adopted in 2014/2015, to ensure that best practice sustainable building practices are incorporated into the design of new facilities and facilities upgrades.			
 Task	P7.1.1.2.1	Develop sustainability performance standards for Council buildings and facilities.		Senior Sustainability Officer
Comments	A briefing paper has been drafted which outlines a number of building performance standards, and their benefits, for consideration by Council in developing sustainability performance standards for its (new and existing) buildings and facilities. Appropriate standards for Council's buildings and facilities will be adopted in 2014/2015, to ensure that best practice sustainable building practices are incorporated into the design of new facilities and facilities upgrades.			
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	Critical Action	P7.1.1.3	Council implements an energy and water conservation and efficiency program for Council buildings and facilities.																										
Manager Environment and Sustainability																													
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Comments	<p>An upgrade of hot water systems at 12 sites to solar hot water and heat pump systems, as part of the Local Government Energy Efficiency Program (LGEEP), was completed in May 2014. An open space lighting audit was completed in June 2014, which outlines a number of recommendations for Council to consider and further evaluate – including installation of timers, active reactor controllers and LED luminaire/lamps. The contract for an LED lighting upgrade at 4 Council facilities has been awarded and a schedule of works is being developed to implement the upgrades throughout the first half of 2014/2015. Our latest energy snapshot shows that since 2010 we have reduced electricity consumption within our asset portfolio by 6%. We have reduced greenhouse gas emissions from our fleet by 29% since 2000. However, this decrease has been more than offset in 2013/14 by the following factors: (i) electricity consumption at the West Pymble Aquatic Centre increased significantly (9%) due to fit and pre-commissioning works; (ii) an increase in electricity consumption at St Ives Showground (13%); (iii) the transfer of electricity accounts into Council's name for North Turramurra Golf Course Sewer Treatment Plant and Gordon Golf Course Sewer Treatment Plant; and (iv) the addition of the electricity accounts at 828 Pacific Highway. A Greenhouse Gas Inventory and Target Report was prepared in 2013/2014, and a utility costs and net present value (NPV) conducted, which has informed the development of a Greenhouse Gas (GHG) Action Plan for achieving Council's current GHG reduction target of 20% by 2020 based on 2000 levels. This Action Plan will guide Council's energy management program until 2020. With current levels of activity and investment, Council's greenhouse gas emissions (from electricity from buildings, street lighting and vehicles) increased by 6% in 2012, compared to 2000 levels. Potable water consumption in Council facilities decreased by 2% in 2013/2014. Water reuse/recycling used by Council operations is generally showing a downward trend over the past three years attributed to Council's more efficient and sophisticated monitoring systems. The significant downwards trend over this year is attributed to some metered sites not being included in this year's assessment due to unreliable data.</p>																												
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Category	Code	Name	Progress Status	Responsible Officer										
 Term Achievement	P7.1.2	Usage of existing community buildings and facilities is optimised.		Director Community										
Comments	<p>Council's halls and meeting rooms continue to be well utilised by both permanent and casual hirers. Licence agreements with community and sporting groups have been systematically completed, and a number of community facilities have had significant improvements throughout the year. The new Blair Wark VC Community Centre at Lindfield was completed. It will initially provide a community meeting room, with a multipurpose community centre being available for use over the next 12-18 months.</p> <p>Major improvements have been undertaken at the Wildflower Garden including the installation of a commercial kitchen at Caley's Pavilion and a redesign of the surrounding gardens. A Visitor Centre was commenced to provide information and to welcome visitors to the St Ives Precinct.</p> <p>A number of Council's tennis courts have been resurfaced and upgraded, and casual tennis court hirers are now able to book on line through Council's website. The course professionals and the Gordon Golf Club have continued to provide starter lessons and other services to golfers, and progress continues with the North Turramurra Recreation Area as 9 holes remain playable while the other 9 holes are being completed.</p> <p><i>Progressing in accordance with Delivery Program - Year 1</i></p>													
 Critical Action	P7.1.2.1	Provide accommodation for identified community services inline with Community Leasing Policy.		Manager Community and Recreation										
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Code	Performance Indicator	Yearly Target	Units	Achieved to date										
P7.1.2.1.A	Utilisation of community halls and meeting rooms (during core times).	75	%	88										
Comments	<p>During the reporting period Council's community halls and meeting rooms have continued to be busy with limited availability during core hours. Ku-ring-gai Town Hall has a varied group of permanent hirers such as Taekwondo, a Community Choir, and Fencing classes and both the Ku-ring-gai Philharmonic and Youth Orchestras use the facility for their weekly practice sessions. Casual bookings for all facilities are steady, especially at weekends for family functions. 28 Community Leases have been finalised during the reporting period including Lifeline, Gordon Preschool and Boonah Creative Arts Centre.</p>													
Key Achievements	<p>Caley's Pavilion established at the Wildflower Garden as a bookable room for corporate events, wedding, family gatherings with access to an enclosed garden area. A Wedding Expo is being planned for September 2014.</p> <p>New Licence Agreements completed with KU Children's Services for 7 locations.</p> <p>The Cavalcade of History and Fashion additional mezzanine storage area was completed allowing reconfiguration of the collection storage.</p>													
 Task	P7.1.2.1.1	Community leases are reviewed and implemented inline with leasing policy.		Property Officer Community Recreational Facilities										
Comments	<p>During the reporting period 28 new leases/licences were negotiated over the year with negotiated rent increases contributing to a budget surplus. The new Warimoo Clubhouse was completed with a licence agreement with St Ives Football club to occupy the new facilities. The new Blair Wark VC Community Centre at Lindfield was completed and will initially provide a small meeting room, and in the next 12-18 months a multipurpose Community Centre for new residents and surrounding community.</p> <p>New licence agreements were successfully negotiated with Defence Housing Australia at Blair Wark VC and KOPWA Lindfield negotiated a hand over of their premises to Council. A dumping dispute was resolved and clean up negotiated at St Ives Showground.</p> <p>New lease/licence agreements were negotiated with 7 KU Kindergartens.</p> <p>New contract negotiations commenced for community leases for 28 community groups.</p>													
Key Achievements	<ul style="list-style-type: none"> * Achieved \$38,964 (net) over budget for rentals during the year. * 28 new leases/licences negotiated over year. * New licences negotiated for Warrimoo Oval Clubhouse and Blair Wark VC community building. 													







Category	Code	Name	Progress Status	Responsible Officer
 Task	P7.1.2.1.2	Provide community halls and meeting rooms to permanent and casual hirers.		Property Officer Community Recreational Facilities
Comments	Council's halls and meeting rooms continued to be well utilised by both permanent and casual hirers. During the reporting period growth in permanent & casual bookings was achieved for halls and meeting rooms of 35% with a corresponding 35% income over budget forecast due to a pro-active bookings strategy. 9 halls and meeting rooms were upgraded during year with carpet replacement, chairs & audio visual equipment. This included Gordon Library Meeting Room 1, Gordon Library Meeting Room 2, Turramurra Seniors Centre, Lindfield Seniors Centre, Blair Wark VC, Lindfield Resource Centre, East Lindfield Community Hall, St Ives Community Groups Meeting Room and Ku-ring-gai Town Hall.			
 Critical Action	P7.1.2.2	Review utilisation and determine expansion opportunities for St Ives Precinct.		Manager Community and Recreation
Comments	The St Ives Precinct (Showground and Wildflower Garden) management has seen significant change throughout the reporting period with the co-ordination of new events, and visitor programs and services. Physical improvements at the Wildflower Garden have included Caley's Pavilion (former Education Centre) upgrades with new roofing, AV equipment, LED lighting and painting and work on a Visitor Centre. This work, together with improved marketing and customer databases has seen growth in the demand for programs from the all sectors of the community and special interest groups. Improved communication with our partners and volunteers has been achieved through new projects and internal working group sessions. The Australian Plant Society walks have now been integrated into the overall Wildflower Garden program of events and jointly marketed. Staff are finalising a temporary Visitors Centre at the entry Wildflower Garden, to be the welcoming point for visitors and groups, providing visitor information and displays. The Showground work throughout the reporting period has focused on the management of current leases, and the completion of the annual permanent hire arrangements, as well as preparations for a series of signature events.			
Key Achievements	Developed plans for 4 new major events the first being the Inaugural St Ives Medieval Fair in September 2014 as a signature tourist and visitor experience. The Events program approved by Council for the Showground will increase usage by an estimated 22,000 people up to March 2015. Caley's Function Centre and the Angus Stewart designed garden has been developed and opened. The Fern House at the Wildflower Garden has been renovated to make it more attractive to visitors. Community and Tour Groups have increased from 70 people to 810 people in the last 6 months. A series of new running events and programs have been established using the Showground and Trails.			
 Task	P7.1.2.2.1	Undertake review of existing facilities at Wildflower Garden and St Ives Showground.		St Ives Precinct Coordinator
Comments	Following the review of facilities a range of tourist opportunities were identified and are being developed. A temporary Visitor Centre has been installed and is currently being fitted out to provide information and visitor services. The work on the toilet facilities on the Showground as identified is continuing and will be completed in 2014/2015. Caley's Function Centre has been completed to provide a centre for community events, commercial events and weddings.			
Key Achievements	<ul style="list-style-type: none"> * Caley's Pavilion is available for community and commercial hirers. * An Angus Stewart designed garden was completed and sculptures installed at the Wildflower Garden. * Addressed equipment for major events at the Showground. * Improved lighting at the dog rings. * Working with Northside Riding to improve equestrian facilities for disabled riders. 			
 Task	P7.1.2.2.2	Undertake priority improvements to the Wildflower Garden and visitor facilities.		St Ives Precinct Coordinator
Comments	Following customer surveys and feedback, a program of improvements were scheduled to the gardens, paths and facilities. The highlight has been the full restoration of Caley's function area with new audio visual resources, seating, curtains and kitchen fit out. The Visitor Services will be greatly improved with a new Visitor Centre to be operational at the Wildflower Festival in August.			

Category	Code	Name	Progress Status	Responsible Officer
Key Achievements		<ul style="list-style-type: none"> * Caley's Function Centre and the Angus Stewart designed garden has been developed. * The Fern House at the Wildflower Garden has been renovated to make it more attractive to visitors. * Signage around the garden has been improved for visitors. * New information and promotion material has been developed. 		
<input checked="" type="checkbox"/> Task	P7.1.2.2.3	Undertake review of existing programs at Wildflower Garden and St Ives Showground.		St Ives Precinct Coordinator
Comments		A review was completed of proposed events and programs for the Showground and at The Wildflower Garden going into Autumn/Winter. New programs are aimed at the tourist market.		
<input checked="" type="checkbox"/> Task	P7.1.2.2.4	Develop programs to expand usage at the Wildflower Garden and St Ives Showground.		St Ives Precinct Coordinator
Comments		<p>The work done on the existing programs at the Wildflower Garden has increased usage since last year. This includes:</p> <ul style="list-style-type: none"> * picnic hire has increased 600%; * venue hire improved by over 200%; * education programs have increased by nearly 100% (2,200 people to 3,800 people); * Bush Kids and birthday parties have increased from \$28,871.00 to \$47,539.00 an increase of 60%; and * community and tour groups have increased from 70 people (\$389.00) to 810 people (6,727.00) an increase of over 600%. <p>It is anticipated that completed improvements will have the following benefit in 2014/2015:</p> <ul style="list-style-type: none"> * the opening of a Visitor Centre at the Wildflower Garden should increase usage by just capturing people who have previously driven by; * the opening of Caley's will improve usage by an estimated 17,000 people annually and also produce an income stream of approximately \$50k- \$65k; * the events program approved by Council for the Showground will increase usage by an estimated 22,000 people up to March 2015; and * the regional playground will increase usage by an estimated \$80,000 per year. 		
Key Achievements		Community and Tour Groups have increased from 70 people to 810 people. The Events program approved by Council for the Showground will increase usage by an estimated 22,000 people up to March 2015. In addition new running programs and events were established.		
<input checked="" type="checkbox"/> Critical Action	P7.1.2.3	Tennis and court facilities are available for coaching, programs and social play.		Manager Community and Recreation
Comments		During the period the booking system for tennis and court facilities was completed for casual hirers and is now accessible on Council's website and court signage was updated to assist hirers.		
Key Achievements		Casual on-line bookings now available allowing 24 hour online bookings. Signage at courts and assistance from the Open Space Ranger is improving court management particularly for our annual and permanent customers.		
<input checked="" type="checkbox"/> Task	P7.1.2.3.1	Implement new booking system and procedures.		Team Leader Community & Recreation
Comments		Casual bookings are now available on-line through Council's corporate bookings system. Multiple booking systems for coaches and permanent hirers is set up for staff to manage.		
<input checked="" type="checkbox"/> Critical Action	P7.1.2.4	Golf courses are professionally managed in line with industry standards.		Manager Community and Recreation
Comments		<p>During the reporting period the course professional and Gordon Golf Club have continued to provide starter, lessons and other services. The North Turrumurra golf course works have reduced the course to 9 holes as the new North Turrumurra Recreation Area (NTRA) holes are completed. Staff have worked with the course professional to develop opportunities to offer golf at a twilight rate, and to co-ordinate rounds to ensure some competition can continue to occur on Saturdays.</p>		







Category	Code	Name	Progress Status	Responsible Officer
Key Achievements		The Stage One Course works at North Turramurra have been completed and will be available following turf growth in Spring 2014. The reopening of these holes will be scheduled and programmed in consultation with the golf professional and grounds staff. The quality of these new holes is of a high standard with improved tees, green, fairways and approaches. The Professional Services contract for the Gordon Golf Club was renewed in November 2013 for a further three years.		
 Task	P7.1.2.4.1	Implement electronic card system for North Turramurra Golf Course.		Manager Community and Recreation
Comments		The progress of the North Turramurra Recreation Area construction and associated course changes has delayed this project until later in 2014 to align with the new course opening.		
Reason		This system will be further assessed as part of the roll out of the integrated booking system, particularly the feasibility of an additional module which is available for golf courses and sports fields.		
Remedial Action		A final decision on the option of using Council's integrated booking system or a proprietary golf software solution will be undertaken by September 2014 in line with new holes and course layout. It is proposed to include a task to implement a system in Council's adopted 2014/2015 Operational Plan.		
 Task	P7.1.2.4.2	Review management and operational structure for Gordon Golf Course.		Manager Community and Recreation
Comments		A lease was finalised with the Golf Professional in November 2013. Following the resolution to develop a master plan for the Gordon site it is intended to develop a wider review of the Council's golf courses following the Golf Australia State of the Industry report to be published in April 2014.		
Key Achievements		A lease was finalised with Professional in November 2013 for the delivery of Professional Services.		
 Task	P7.1.2.4.3	Manage the works project impact on existing course at North Turramurra Recreation Area.		Manager Community and Recreation
Comments		Stage One Course works were completed and will be available for use in Spring 2014. We have reduced the course to 9 holes and arrangements have been made to offer golf at a twilight rate and co-ordinate rounds to ensure some competition can occur on Saturdays. Congestion is being managed by the Golf Professional.		
Key Achievements		The Stage One Course works have been completed and will be available following turf growth in Spring 2014. The reopening of these holes will be scheduled and programmed in consultation with the golf professional and grounds staff.		
 Term Achievement	P8.1.1	Our public infrastructure and assets are planned, managed and funded to meet the community expectations, defined levels of service and address inter-generational equity.		Director Strategy & Environment
Comments		Effective management of the development contributions system continued with the delivery of key community infrastructure on recently acquired sites for both local parks and roads as well as other works wholly or partly funded by development.		
		<i>Progressing in accordance with Delivery Program - Year 1</i>		
 Critical Action	P8.1.1.1	Development Contributions Plans are updated and implemented.		Manager Urban & Heritage Planning
Comments		During the reporting period Development Contributions Plans were updated and implemented as required. The successful management of the contributions system continued with the delivery of key community infrastructure on recently acquired sites for both parks and roads as well as other works wholly or partly funded by development. Following assessment of the draft NSW planning legislation, latest ABS census data and the updated Sydney Metropolitan Strategy a review of the contributions plans is planned for 2014/2015. This review will be subject to confirmation of the NSW Government's position on the draft NSW planning reforms.		
Key Achievements		Delivery of key community infrastructure on recently acquired sites for both parks and roads, as a result of the development contributions system.		







Category	Code	Name	Progress Status	Responsible Officer
 Task	P8.1.1.1.1	Investigate a review of the contributions plan to take into account current census data, draft Sydney Metro Strategy and local centres Local Environmental Plan.		
				Infrastructure Coordinator Development Contributions
Comments	All required investigations were completed including an assessment of the implications of the pending new planning legislation, latest ABS census data and the release of the updated Sydney Metropolitan Strategy. Given the uncertainty of the NSW Government planning reforms, it is not considered prudent at this time to proceed to the review stage of the contributions plan. This stage is included as a task in Council's adopted 2014/2015 Operational Plan.			
 Task	P8.1.1.1.2	Manage current contributions system, receipting and indexation.		
				Infrastructure Coordinator Development Contributions
Comments	The implementation of the current Contributions Plan continued with a rolling works programme integrated with the Long Term Financial Plan. Indexation occurs quarterly and is wholly integrated within Council's computer systems.			
Key Achievements	Greengate Park was completed at the end of December 2013. Work is underway on delivering Cameron Park in Turramurra, Lindfield Community Hub and Lindfield Village Green. These are major projects for the benefit of the Ku-ring-gai community. The former is funded wholly by development contributions. The two Lindfield projects have a major component of development contributions within the total scope of project funding. Smaller works, such as intersection works and upgrades to smaller parks and playgrounds, continue to be implemented on a rolling works programme. St Johns Avenue Streetscape works are also commencing in parallel with the delivery of the Gordon commuter car park by TfNSW.			
 Term Achievement	P8.1.2	Programs for infrastructure and asset maintenance management are delivered in accordance with adopted Asset Management Strategy and Plans.		Director Operations
Comments	The delivery of Council's capital works program and improvement programs for footpaths, roads and drainage occurred substantially in accordance with agreed timetables and budgets for 2013-2014. Funding required to maintain, renew and upgrade our existing infrastructure is revised annually from Council's Asset Registers, Asset Management Plans and Asset Management Strategy.			
	Progressing in accordance with Delivery Program - Year 1			
 Critical Action	P8.1.2.1	Asset Management Plans are in place for all asset classes and identify community expectations and defined service levels.		
				Manager Integrated Planning, Property & Assets
Comments	Council has completed consultation to understand which assets are priorities and the levels of service required for our community. The community identified local roads being the highest priority, followed by footpaths, buildings and drainage, and as a result Council has redirected funding into these assets. The Asset Management Plans document the levels of service for each asset class and how Council intends to meet the required levels of service in the most cost effective manner.			
Key Achievements	Council has reviewed and updated its Asset Registers, Asset Management Plans and the Asset Management Strategy. These plans, are now aligned with the adopted Long Term Financial Plan and the Asset Management Strategy documents the funding required to maintain, renew and upgrade our existing infrastructure.			
 Task	P8.1.2.1.1	Revise Asset Management Plans to document maintenance, renewal and upgrade requirements.		Strategic Asset Officer
Comments	Council has reviewed and updated its Asset Registers, Asset Management Plans and the Asset Management Strategy. These plans, which are now aligned with the adopted Long Term Financial Plan and Asset Management Strategy, document the funding required to maintain, renew and upgrade our existing infrastructure.			





Category	Code	Name	Progress Status	Responsible Officer								
Key Achievements	Council has reviewed and updated its Asset Registers, Asset Management Plans and Asset Management Strategy to align with the Long Term Financial Plan, whilst the Asset Management Strategy documents the required funding to maintain, renew and upgrade our existing infrastructure.											
Task	P8.1.2.1.2	Revise Asset Management Plans to incorporate community service levels.		Strategic Asset Officer								
Comments	Council completed consultation with the community to determine asset priorities which resulted in local roads being the highest priority, followed by footpaths, buildings and drainage. The survey results have enabled Council to redirect funding to these asset groups and this has been documented within the revised Asset Management Plans. The Asset Management Plans document the levels of service for each asset class and how Council intends to meet the required levels of service in the most cost effective manner.											
Critical Action	P8.1.2.2	Council's capital works and operational programs are delivered.		Manager Engineering Service								
	<table border="1"> <thead> <tr> <th>Code</th> <th>Performance Indicator</th> <th>Yearly Target</th> <th>Units</th> <th>Achieved to date</th> </tr> </thead> <tbody> <tr> <td>P8.1.2.2.A</td> <td>Capital works programs for roads, footpaths and drains.</td> <td>95</td> <td>%</td> <td>93</td> </tr> </tbody> </table>	Code	Performance Indicator	Yearly Target	Units	Achieved to date	P8.1.2.2.A	Capital works programs for roads, footpaths and drains.	95	%	93	
Code	Performance Indicator	Yearly Target	Units	Achieved to date								
P8.1.2.2.A	Capital works programs for roads, footpaths and drains.	95	%	93								
Comments	The Capital Works Program for Roads was completed in May, and planning and scheduling contractors for Road Rehabilitation works in 2014/2015 commenced in late May and June. Capital works for drainage progressed, with Oliver Road project requiring relocation of gas services to accommodate a bridging slab over the watermain. Under maintenance, 97% of the footpath budget was expended, 100% of the road & shoulder budget, and 100% of the minor drainage works budget was expended. Drainage was significantly delayed due to the Sydney Water approval processes.											
Task	P8.1.2.2.1	Deliver annual capital works program.		Director Operations								
Comments	All planned roads projects were completed and the majority of new footpath projects were completed. The public toilet upgrades were carried out with the exception of the St Ives Showground where work has commenced. Drainage works are underway and expected to be completed in the first quarter of 2014/2015. Upgrades to Allan Small Oval and Golden Jubilee fields were completed and opened to users. The upgrade to the Princes Street shopping centre was completed with minimal disruption to business.											
Key Achievements	Completion of the roads program which involved additional funding from Council and completion of a significant number of new footpath works.											
Task	P8.1.2.2.2	Develop a prioritised and cost effective program of improvement to footpaths and roads.		Manager Engineering Service								
Comments	A program of improvements to footpaths and roads for 2013/2014 was completed and included in the adopted 2014/2015 works program.											
Task	P8.1.2.2.3	Implement the roads and footpath improvement program within set targets and timeframes.		Manager Engineering Service								
Comments	Roads and footpath improvement programs were delivered consistent with targets and budgets. AC footpaths programmed rated 2.3 and higher were predominantly completed and all concrete footpaths programmed were completed. Some footpaths were deferred due to previous works and re-rated, or to other external factors. The Road and Shoulder works programmed were completed including additional works comprising some drainage and kerb & gutter.											
Task	P8.1.2.2.4	Develop a proactive program for the improvement of drainage infrastructure.		Manager Engineering Service								
Comments	Programs for Drainage Capital Works Program and minor works were developed, to address large and small scale works. Operational plant has been purchased to strategically plan and manage drain maintenance and reduced contractor costs.											
Task	P8.1.2.2.5	Implement the drainage improvement program within set annual targets and timeframes.		Manager Engineering Service								
Comments	All minor drainage works were completed satisfactorily as well as the majority of capital works. Redesign and consultation was required with utilities to avoid watermain and gas services. Gas services were engaged to relocate services for piercing required for a bridging slab over water main.											








Category	Code	Name	Progress Status	Responsible Officer																								
Theme	T	Access, Traffic and Transport																										
 Term Achievement	T1.1.1	Public transport connections are accessible to all age groups and match the travel needs of the community.		Director Operations																								
Comments	<p>Access improvements continued to be implemented for pedestrians, bus passengers and cyclists, based on usage levels and designed to increase accessibility for all age groups. Future improvements will be informed by a Pedestrian Access and Mobility Plan, due to be completed in 2014 - 2015.</p> <p><i>Progressing in accordance with Delivery Program - Year 1</i></p>																											
 Critical Action	T1.1.1.1	An improvement plan is being implemented for bus stops, bus shelters, bikeways and footpath networks having regard for the access, health and recreational needs of the community.		Manager Traffic & Transport																								
		<table border="1"> <thead> <tr> <th>Code</th> <th>Performance Indicator</th> <th>Yearly Target</th> <th>Units</th> <th>Achieved to date</th> </tr> </thead> <tbody> <tr> <td>T1.1.1.1.A</td> <td>Additional footpath network.</td> <td>0.9</td> <td>km</td> <td>2.6</td> </tr> <tr> <td>T1.1.1.1.B</td> <td>Number of new and upgraded pedestrian facilities (bus stops, crossings, islands).</td> <td>10</td> <td>Number</td> <td>11</td> </tr> <tr> <td>T1.1.1.1.C</td> <td>Additional cycleway network.</td> <td>2.5</td> <td>km</td> <td>6.7</td> </tr> <tr> <td>T1.1.1.1.D</td> <td>Number of new and upgraded bicycle facilities.</td> <td>5</td> <td>Number</td> <td>4</td> </tr> </tbody> </table>	Code	Performance Indicator	Yearly Target	Units	Achieved to date	T1.1.1.1.A	Additional footpath network.	0.9	km	2.6	T1.1.1.1.B	Number of new and upgraded pedestrian facilities (bus stops, crossings, islands).	10	Number	11	T1.1.1.1.C	Additional cycleway network.	2.5	km	6.7	T1.1.1.1.D	Number of new and upgraded bicycle facilities.	5	Number	4	
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T1.1.1.1.D	Number of new and upgraded bicycle facilities.	5	Number	4																								
Comments	Improvements continued to be implemented for pedestrians, bus passengers and cyclists, providing better access and increasingly meeting community needs.																											
 Task	T1.1.1.1.1	Prepare, complete and implement transport, access and traffic priorities.		Manager Traffic & Transport																								
Comments	Traffic priorities, in accordance with Council's criteria, are listed in Council's 10 Year Traffic and Transport Plan. Other priorities which respond to urgent requests, particularly those not requiring capital works, are referred to the Ku-ring-gai Traffic Committee (KTC) for consideration. The majority of KTC items are considered and approved under delegated authority.																											
Key Achievements	Completion of a significant number of bus stop upgrades.																											
 Task	T1.1.1.1.2	Ensure consistency between Council policies and the Integrated Transport Strategy.		Manager Traffic & Transport																								
Comments	Policy changes continued to be monitored during the reporting period. No policy changes were made which have resulted in inconsistencies with the Integrated Transport Strategy.																											
 Task	T1.1.1.1.3	Prepare and progressively implement the Pedestrian Access and Mobility Plan.		Strategic Traffic Engineer																								
Comments	The draft Pedestrian Access and Mobility Plan (PAMP) was reviewed by an independent access consultant to ensure the Plan complies with Council's new Access and Disability Policy. Feedback will be incorporated into the final version of the PAMP, which will be reported to Council in 2014/2015.																											
Reason	The development of the PAMP was extended to allow a review by the independent. This will ensure the final Plan is consistent with Council's new Access and Disability Policy and relevant legislation.																											
Remedial Action	A task requiring the progressive implementation of the PAMP is included in Council's adopted 2014/2015 Operational Plan.																											
 Task	T1.1.1.1.4	Progressively implement the Ku-ring-gai Bike Plan.		Strategic Traffic Engineer																								
Comments	During the reporting period the Killara 2/part Killara 1 cycleway was installed (under budget). Work commenced on the Gordon 3 cycleway, with																											






Category	Code	Name	Progress Status	Responsible Officer
Key Achievements		engagement of contractors and commencement of some early works including vegetation trimming on Rosedale Road. A press release was issued (via North Shore Times) regarding the completion of the Lindfield 1/Roseville 2 cycleway.		
Task	T1.1.1.1.5	Deliver bus stop upgrade inline with Disability Discrimination Act requirements.		Manager Engineering Service
Comments		Planning of bus stop upgrades progressed both in prioritisation and works. Determination of bus stops on a usage basis progressed following provision of timetabling information. Key works were completed at Kintore Street in Wahroonga as well as other locations.		
Term Achievement	T1.1.2	A network of safe and convenient links to local centres, major land uses and recreation opportunities is in place.		Director Strategy & Environment
Comments		Work continued on providing a network of safe and convenient walking paths, bikeway links and support facilities for local centres, major land uses and recreational facilities. This included the delivery of footpath improvements works, new and upgraded pedestrian facilities, additional cycleway network and new or upgraded bicycle facilities contained in Council's 2013-2014 capital works program. Planning is underway for new bicycle facilities at selected railway stations and Lindfield Local Centre. While there has been a delay in prioritising improvement works for recreational trails and link paths, this will be completed in 2014/2015.		
		<i>Delayed actions will be reviewed and progressed in the coming year - Year 1</i>		
Critical Action	T1.1.2.1	Implement appropriate recommendations from the Ku-ring-gai Integrated Transport Policy.		Manager Urban & Heritage Planning
Comments		Planning continued for bicycle facilities at Warrawee station, Lindfield Community Hub and Lindfield Village Green projects. Prioritisation criteria were applied to existing recreation trails and link paths identified in the Contributions Plan 2010. Further prioritising is required on ground site inspections to confirm the draft priorities.		
Reason		In relation to the existing recreation trails and link paths identified in the Contributions Plan 2010, further prioritising is required on ground site inspections to confirm draft priorities for a rolling program of works.		
Remedial Action		Prioritisation works will be completed in 2014/2015.		
Task	T1.1.2.1.1	Prioritise existing recreational trails and link paths identified in the Contributions Plan 2010.		Principal Landscape Architect
Comments		Prioritisation criteria were applied to existing recreation trails and link paths identified in the Contributions Plan 2010. This prioritisation requires on ground site inspections to confirm the draft priorities.		
Reason		The appropriate recreation trails and link paths will be reviewed on ground to set the scope of works to be undertaken concurrently with other scheduled works. Once the capital works and asset programming timetable has been finalised works will be co-ordinated to maximise resources and efficiency.		
Remedial Action		Once the on ground site inspections have been completed and linked with existing Capital Works Programs, works can be implemented in accordance with identified priorities. A task requiring investigation of funding opportunities to deliver works is included in Council's adopted 2014/2015 Operational Plan.		
Task	T1.1.2.1.2	Incorporate the provision of bicycle facilities in key locations.		Strategic Traffic Engineer
Comments		Following a request by Council for a review of proposed bicycle parking locations at Warrawee Station, Transport for NSW (fNSW) chose not to proceed with secure commuter bicycle parking outside the railway station. Further discussions are planned to achieve a mutually agreeable location. Bicycle parking facilities are also being planned into the Lindfield Community Hub and Lindfield Village Green projects, with more details to come as		

Category	Code	Name	Progress Status	Responsible Officer
the projects progress.				
 Term Achievement	T1.1.3	Advocate to relevant government agencies and private companies for integrated public transport facilities and service improvements that meet community needs.		Director Strategy & Environment
Comments	Council officers participated in both local and regional transport initiatives for improved bus and rail infrastructure for residents and commuters, in particular the Gordon interchange and commuter carpark works, which commenced during the year. Contributions to traffic and transport studies for the Lindfield Community Hub and Commuter Car Park projects continued. Investigations into community transport and local shuttle bus service provision were limited and these will be continued in 2014-2015.			
	<i>Delayed actions will be reviewed and progressed in the coming year - Year 1</i>			
 Critical Action	T1.1.3.1	Liaise with State agencies to provide improved commuter parking and bus interchanges.		Manager Urban & Heritage Planning
Comments	Overall Council has participated in a range of local and regional transport initiatives for improved bus and rail (commuter parking) infrastructure. There has only been limited progress on community transport and local shuttle bus service provision.			
Reason	Staff resources have focused on other transport provision priorities.			
Remedial Action	Programs that have not been actioned have been carried over into the 2014/2015 program.			
 Task	T1.1.3.1.1	Participate with Transport for NSW in the provision of additional commuter car parking at priority rail stations.		Strategic Traffic Engineer
Comments	During the reporting period Council officers continued to work with Transport for NSW on the Gordon Bus Interchange project, including contributing to the temporary traffic arrangements during construction, and public domain elements/specifications. Works commenced at the Gordon Interchange and Commuter carpark project. The Lindfield Community Hub and Commuter Car Park project traffic and transport study continued.			
 Task	T1.1.3.1.2	Advocate with Transport for NSW and bus providers for new Metrobus Services.		Strategic Traffic Engineer
Comments	During the reporting period the NSW Government released the Northern Beaches Transport Action Plan. This plan foreshadows bus network improvements along the Mona Vale Road corridor, and new and more frequent bus services from Mona Vale to Macquarie Park. While this would go some way to improve bus services along the Mona Vale Road corridor an assessment of the plan is underway to determine the extent of services and whether this would be equivalent to MetroBus standard.			
 Task	T1.1.3.1.3	Investigate the flexible delivery of shuttle bus services undertaken by other councils.		Strategic Traffic Engineer
Comments	Further investigations were delayed due to other work priorities.			
Reason	Priorities in other areas of work have resulted in this project not progressing further.			
Remedial Action	A task requiring the completion of investigations is included in Council's adopted 2014/2015 Operational Plan.			
 Task	T1.1.3.1.4	Investigate the opportunity for a high frequency shuttle bus service (St Ives, Pymble, Gordon).		Strategic Traffic Engineer
Comments	Progress of this task is dependent on outcomes of investigations into other Council's experiences with shuttle buses under Task T1.1.3.1.3. Council recently received a proposal to design and implement a new shuttle service, with route and timetable development, and marketing. This is a provider that could be requested to provide an expression of interest in the future, subject to the outcomes of Council's investigations into services.			
Reason	Priorities in other areas of work has resulted in this task not progressing further.			





Category	Code	Name	Progress Status	Responsible Officer										
Remedial Action A task requiring continuation of investigations is included in Council's adopted 2014/2015 Operational Plan.														
 Task	T1.1.3.1.5	Investigate opportunities for community transport.		Strategic Traffic Engineer										
Comments	Further investigations into potential local and regional community transport services were delayed due to other work priorities.													
Reason	Work priorities in other project areas has resulted in this task not progressing in 2013/2014.													
Remedial Action	This task has been included in Council's adopted 2014/2015 Operational Plan.													
 Term Achievement	T1.1.4	The community is informed, educated and encouraged to use alternative forms of transport.		Director Strategy & Environment										
Comments	A range of programs were successfully delivered to raise awareness and educate the community to use alternative forms of transport. These focussed on school communities walking to school and the promotion of cycling to the wider community through Council events.													
	<i>Progressing in accordance with Delivery Program - Year 1</i>													
 Critical Action	T1.1.4.1	Information and education programs focus on alternatives to private car use.		Manager Traffic & Transport										
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Code	Performance Indicator	Yearly Target	Units	Achieved to date										
T1.1.4.1.A	Use of alternative modes of transport: Bicycle count data.	5	%	9										
Comments	School communities are being encouraged, through their school principals, to consider alternative transport to school. Education programs, such as school magnets, distributed to students, encourage them to walk to school, an alternative and healthy form of transport.													
	T1.1.4.1.A is 9%. Note that this is for the Ryde Road, West Pymble site only (i.e. change from average of 33 trips per day in 2012/2013 to average of 36 trips per day in 2013/2014)													
 Task	T1.1.4.1.1	Education programs are developed to include alternative modes of transport.		Strategic Traffic Engineer										
Comments	Successful programs were delivered in 2013/2014. These included: * 2 cycling promotion stalls set up for the 2014 Festival on the Green (May 2014). These were for display/test ride of electrically assisted bicycles and free bicycle check and tune-up stall; * promotion of cycling to the event included on the Festival on the Green website page; and * planning for a Ride2Work day event (15 October 2014), to encourage people to start riding to work and to promote commuting by bike as a regular habit.													
 Task	T1.1.4.1.2	Prepare and implement Workplace Travel Plan.		Strategic Traffic Engineer										
Comments	Further progression of this project will occur in late 2014 in line with the timetable for the relocation to the new Council Chambers building at 828 Pacific Highway, Gordon in 2015.													
Reason	This project will progress in 2014/2015 in line with the relocation to the new Council Chambers building at 828 Pacific Highway, Gordon.													
Remedial Action	A task is included in Council's adopted 2014/2015 Operational Plan.													
 Task	T1.1.4.1.3	Engage with school communities to encourage alternative transport.		Strategic Traffic Engineer										





Category	Code	Name	Progress Status	Responsible Officer										
Comments		During 2013/2014 programs focussed on encouraging the wider community to walk or take public transport as an alternative to driving. Council staff engaged Macquarie University Post-graduate students in a project to explore alternative transport options in Ku-ring-gai, covering areas of Road Safety, Transport and Sustainability across Council. The findings of the project included recommendations to engage better with schools regarding alternative transport, and to undertake more activities/events to promote alternative transport. A program of activities will be developed from the project in 2014/2015.												
 Term Achievement	T2.1.1	Road network safety and efficiency are improved and traffic congestion is reduced.		Director Operations										
Comments		Improvements to the safety and efficiency of the road network were implemented consistent with Council's 2013/2014 Operational Plan and Contributions Plan. The purchase of Licence Plate Recognition technology will assist with regulatory parking enforcement in Council owned car parks, on-street restricted areas and school zones. <i>Delayed actions will be reviewed and progressed in the coming year - Year 1</i>												
 Critical Action	T2.1.1.1	Implement road network improvements based on 10 year Traffic and Transport Plan.		Manager Urban & Heritage Planning										
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Code	Performance Indicator	Yearly Target	Units	Achieved to date										
T2.1.1.1.A	Reduction in the number of recorded collisions per year involving vehicles or pedestrians.	1.5	% (lesser is better)	1.5										
Comments		Road network improvements were implemented in accordance with the 2013/2014 Operational Plan and Contributions Plan. The 10 year Traffic and Transport Plan is regularly updated with revised accident and speed data in order to review the program of works annually. This also assists with submissions to the Roads and Maritime Services for grants.												
Reason		Completion of the review and update of the 10 year Traffic and Transport Plan was deferred pending receipt of the most current Roads and Maritime Services data on recorded collisions.												
Remedial Action		Review and update of the Traffic and Transport Plan will be completed in 2014/2015.												
 Task	T2.1.1.1.1	Complete review and update of 10 Year Traffic & Transport Plan in conjunction with key stakeholders.		Manager Traffic & Transport										
Comments		Completion of the review of sites and update of the 10 year Traffic and Transport Plan was deferred until the most current Roads and Maritime Services recorded collision data is available, later in 2014.												
Reason		The review is deferred pending availability of collision data.												
Remedial Action		A task is included in Council's adopted 2014/2015 Operational Plan.												
 Critical Action	T2.1.1.2	Parking is managed to balance the supply and demand of available parking spaces.		Manager Regulatory Services										
Comments		Parking regulation across the entire local government area was enforced in accordance with Council's adopted compliance policy. Over 13,000 infringements were issued, with the value of fines in excess of \$1.89 million. Safety Outside Schools program was given priority, with patrols at each school conducted on a routine basis. Electronic enforcement equipment was purchased to increase productivity and minimise health and safety issues, the licence plate recognition hardware and software has increased the effectiveness of regulating car park overstays. Investigations took place into paid parking at Wahroonga Village car park with the results to be the subject of a further report to Council.												






Category	Code	Name	Progress Status	Responsible Officer
 Task	T2.1.1.2.1	Investigate the implementation of paid parking.		Director Operations
Comments	Investigations took place into paid parking at Wahroonga Village car park. This included seeking public feedback from stakeholders within a 1 km radius of the shopping village via direct mail and reviewing the implementation of paid parking in other council areas. Further discussions on paid parking will be held with the local Chamber of Commerce. The results of those investigations will be the subject of a further report to Council. Additional resources were also directed to monitoring car parking usage within the car park and on-street restricted areas during the year, which has improved the regular turnover of parking spaces.			
 Task	T2.1.1.2.2	Regulatory enforcement is undertaken in accordance with Council's Compliance Policy.		Team Leader Regulation
Comments	Council Rangers continued to actively monitor and enforce Council owned car parks and patrol on-street restricted areas. During this reporting period 1,741 penalty notices were issued for various car park offences. Council Rangers also issued 2,025 penalty notices for on street offences with majority of these being committed around Council transport hubs and school zones. Council received and implemented Licence Plate Recognition technology during this reporting period.			
 Task	T2.1.1.2.3	Investigate parking enforcement technologies and provide recommendations for implementation.		Team Leader Regulation
Comments	Council received and implemented Licence Plate Recognition technology during the reporting period. Council Rangers are being trained in relation to the operating procedures associated with the technology. The Rangers are also currently trialling different methodologies to best utilise this resource against the supply and demand of Councils carparks.			
 Term Achievement	T3.1.1	A strategic access, traffic and transport plan is being implemented for the Northern Sydney Region.		Director Strategy & Environment
Comments	Council continued to advocate through NSROC for access, traffic and transport recommendations in the Ku-ring-gai Integrated Transport Strategy. This initially included pursuing regional collaboration to progress the State Significant Infrastructure Project F3 – M2 Motorway and more recently, preparing Council's submission to the Environmental Impact Statement (EIS) for the proposed 'NorthConnex' (M1 – M2) motorway link. There will be continued advocacy through NSROC to progress projects in the recent NSW Government's 'Northern Beaches Transport Action Plan' that benefit NSROC and Ku-ring-gai. <i>Progressing in accordance with Delivery Program - Year 1</i>			
 Critical Action	T3.1.1.1	Collaborate with regional partners to pursue a Northern Beaches transit link.		Manager Urban & Heritage Planning
Comments	There has been ongoing participation in Northern Sydney Regional Organisation of Councils (NSROC) programs to advocate for transport policies identified in the Ku-ring-gai Integrated Transport strategy.			
 Task	T3.1.1.1.1	Participate in NSROC programs to advocate for and present Ku-ring-gai's policy objectives.		Strategic Traffic Engineer
Comments	During the reporting period the NSW Government released the Northern Beaches Transport Action Plan. The majority of the projects in the Plan affect the Shore Regional Organisation of Councils (SHOROC) region, but there are links to Northern Sydney Regional Organisation of Councils (NSROC). It is anticipated that NSROC will combine or collaborate with SHOROC on pursuing the projects in the Northern Beaches Transport Action Plan, particularly those with benefit to NSROC and Ku-ring-gai.			
 Critical Action	T3.1.1.2	Pursue regional collaboration to progress the F3 to M2 Motorway link.		Manager Urban & Heritage Planning






Category	Code	Name	Progress Status	Responsible Officer
Comments	Council staff have actively pursued regional collaboration initiatives (with surrounding Local Councils and the State Agencies) to progress the State Significant infrastructure Project - F3 to M2 Motorway.			
 Task	T3.1.1.2.1	Participate in NSROC programs to advocate for and present Ku-ring-gai's policy objectives.		Strategic Traffic Engineer
Comments	<p>During the reporting period, the NSW Government announced a preferred scheme for the "NorthConnex" (M1-M2) motorway link. Council staff are now providing input into Council's submission to the Environmental Impact Statement (EIS). Key Council staff were briefed by the project team with a view to providing input into the proposal prior to EIS formalisation/exhibition.</p> <p>The NorthConnex project team updated their website with air quality information, Director General's Requirements and a Sustainability Statement and issued a fact sheet in June 2014. The EIS was scheduled to be released in May 2014 but was subsequently delayed to June/July. As of 30 June 2014, the EIS had not been released.</p>			
 Critical Action	T3.1.1.3	Implement road network improvements identified in the Ku-ring-gai Contributions Plan 2010.		Manager Engineering Service
Comments	<p>Design and project assistance and input were made to key projects in Gordon Town Centre and Lindfield Local Centre. Works in the Ku-ring-gai Contributions Plan have been included in the 10 year Traffic and Transport Plan and the Long Term Financial Plan, along with indicative timings. These works are typically development driven so are dependent on the development occurring in the local centres.</p>			
 Task	T3.1.1.3.1	Develop a works program for priority areas.		Strategic Traffic Engineer
Comments	<p>Works in the Ku-ring-gai Contributions Plan have been included in the 10 year Traffic and Transport Plan and the Long Term Financial Plan, along with indicative timings, but these works are typically development driven so depend on the development occurring in the local centres.</p> <p>Projects in 2013/2014 include:</p> <ul style="list-style-type: none"> * Lindfield local centre transport planning - incorporating proposed road upgrades in transport assessment of Lindfield Community Hub and Lindfield Village Green project. This includes a new road between Bent Street and Beaconsfield Parade and new traffic signals at intersection Pacific Highway and Strickland Avenue. Also, the new traffic signals at the intersection of Lindfield Avenue and Tryon Road are being included as part of the proposal to deliver the Lindfield Village Green Project; * Pacific Highway and Moree Street Gordon - assistance was provided to Roads and Maritime Services regarding proposed pedestrian signals; * Henry Street Gordon - assistance was provided to Transport for NSW with the Bus Interchange upgrade project; * Dumaresq Street/ Moree Street Gordon - detailed design of a new link road (currently 1/2 road) progressed as part of a planned Voluntary Planning Agreement (VPA); and * Dumaresq Street/ McIntyre Street Gordon - detailed design of new link road were finalised. 			
 Term Achievement	T3.1.2	Council engages with the State Government to upgrade regional roads and reduce congestion in the local road network.		Director Operations
Comments	<p>Discussions continued with the Roads and Maritime Services and Transport for NSW to discuss improvements to regional roads, railway station interchanges and parking as well as black spots on Council's roads. Completion of a review of Council's 10 year Traffic and Transport Plan, will be reviewed in late 2014 to provide a revised list of priorities for the upgrade of regional roads and reduced congestion on the local road network.</p> <p><i>Progressing in accordance with Delivery Program - Year 1</i></p>			
 Critical Action	T3.1.2.1	A program of prioritised works has been developed and is being implemented in partnership with State government to improve the efficiency of major roads.		Manager Traffic & Transport
Comments	<p>Funding opportunities for road improvements were pursued with the State Government, particularly with Roads and Maritime Services, including blackspots on Council's roads.</p> <p>Discussions have also been held with Roads and Maritime Services representatives, regarding improvements on State roads, such as Boundary Street</p>			






Category	Code	Name	Progress Status	Responsible Officer
<p>Roseville (at Hill Street), Pacific Highway through Gordon and the Mona Vale Road clearway proposal. Upgrading of railway station interchanges and parking at stations, such as the current Transport for NSW bus interchange project at Gordon, will improve traffic conditions as people will be encouraged to use buses and trains instead of driving to city and nearby destinations.</p>				
	Task	<p>T3.1.2.1.1 Pursue funding opportunities with the State Government to prepare a program of improvement works for major roads and include in future road programs.</p>	Strategic Traffic Engineer	
Comments	<p>A review of the 10 year Traffic and Transport Plan is expected to be completed in late 2014. This would result in an updated list of priorities, with input from Council's ranked list for traffic management/safety works. For the purposes of the current round of funding nominations, projects in the current version of the 10 year Traffic and Transport Plan were considered. Projects scheduled for the 2015/2016 year were checked for eligibility but either did not comply or involved traffic signals and as such, further discussion is required with Roads and Maritime Services, and may result in Roads and Maritime Services being able to undertake changes to the traffic signals without requiring a funding submission to this program.</p>			





Category	Code	Name	Progress Status	Responsible Officer										
Theme	E	Local Economy and Employment												
 Term Achievement	E1.1.1	Ku-ring-gai's opportunities and assets are promoted to strengthen and attract business and employment to the area.		Director Community										
Comments	<p>A comprehensive review of existing economic strategies was conducted to identify key drivers and opportunities to enhance business growth in Ku-ring-gai. Council's Economic and Social Development working group has been reviewed and is currently focussing on a number of new initiatives throughout the LGA - the Small Biz Bus is one example of how Council is engaging with professionals to research how to attract business to the LGA. Additionally, work has commenced with local businesses, Chambers of Commerce, neighbouring Councils and NSROC, to develop a regional economic plan that will promote and enhance economic opportunities for Ku-ring-gai, and the local economy within the Northern Sydney region. Neighbourhood newsletters were developed to communicate specific improvements, including the upgrade to the Princes Street shops and the revitalised Philip Mall in West Pymble. Council is also working with state government agencies and other stakeholders to promote business opportunities in the LGA.</p> <p><i>Progressing in accordance with Delivery Program - Year 1</i></p>													
 Critical Action	E1.1.1.1	Research opportunities to strengthen and attract business to Ku-ring-gai.		Manager Corporate Communications										
Comments	<table border="1"> <thead> <tr> <th>Code</th> <th>Performance Indicator</th> <th>Yearly Target</th> <th>Units</th> <th>Achieved to date</th> </tr> </thead> <tbody> <tr> <td>E1.1.1.1.A</td> <td>Businesses in Ku-ring-gai Local Government Area (LGA).</td> <td>13,499</td> <td>Number of businesses</td> <td>13,173</td> </tr> </tbody> </table> <p>Throughout the reporting period a comprehensive review of existing economic strategies was conducted to identify key drivers and opportunities to enhance business growth in Ku-ring-gai. Council's Economic and Social Development Working Group has been reviewed and is currently working on a number of new initiatives throughout the LGA - the Small Biz Bus is one example of how Council is engaging with professionals to research how to attract business to the LGA. The slight 0.02% decline in the number of local businesses during 2013/2014 is likely due to annual fluctuations. Further research into factors affecting growth trends in Ku-ring-gai will be undertaken in 2014/2015 to provide a better understanding of fluctuations.</p>				Code	Performance Indicator	Yearly Target	Units	Achieved to date	E1.1.1.1.A	Businesses in Ku-ring-gai Local Government Area (LGA).	13,499	Number of businesses	13,173
Code	Performance Indicator	Yearly Target	Units	Achieved to date										
E1.1.1.1.A	Businesses in Ku-ring-gai Local Government Area (LGA).	13,499	Number of businesses	13,173										
 Task	E1.1.1.1.1	Assess Ku-ring-gai's economic profile including factors that attract or inhibit business and employment investment in Ku-ring-gai.		Economic & Social Development Coordinator										
Comments	<p>The following actions were completed in 2013/2014 to improve Council's and the business community's understanding of Ku-ring-gai's economic profile. Economic outlook data was sourced from NSROC for the Northern Sydney region. Economic data was placed onto Council's website for easy and convenient access and review by stakeholders. Council worked closely with Sydney Business Centre to determine the issues and needs of the business community. A full review of the local government area's economic profile was completed. Discussions with neighbouring Council's to understand the economic needs of the Northern Sydney region were undertaken. Key economic development objectives were established for Ku-ring-gai.</p>													
 Critical Action	E1.1.1.2	Develop a strategic program in collaboration with economic partners, to promote Ku-ring-gai as a place to invest in business and employment generating activities.		Manager Corporate Communications										





Category	Code	Name	Progress Status	Responsible Officer	
	Code	Performance Indicator	Yearly Target	Units	Achieved to date
	E1.1.1.2.A	Economic employment promotion initiatives delivered or facilitated by Council (Annual program).	100	%	100
	E1.1.1.2.B	Local jobs in Ku-ring-gai Local Government Area (LGA).	34,835	Local jobs	34,369
Comments	Throughout the reporting period work has commenced with local businesses, Chambers of Commerce, neighbouring councils and NSROC, to develop a regional economic plan that will promote and enhance the economic opportunities for Ku-ring-gai and the Northern Sydney region. This is an ongoing task. The slight 0.01% decline in the number of local jobs in Ku-ring-gai is likely due to annual fluctuations. Further research into factors affecting growth trends in Ku-ring-gai will be undertaken in 2014/2015 to provide a better understanding of those fluctuations.				
 Task	E1.1.1.2.1	Work with economic partners to identify business investment opportunities and gaps.	Economic & Social Development Coordinator		
Comments	A broad program of activities was completed during 2013/2014 including: * new enterprise ideas were incorporated into the work of the Economic and Social Development Advisory Committee. Every two months, this committee will assess community and business ideas to determine their viability; * an expression of interest to source a market operator was prepared for the proposed community fresh food markets at St Ives; * identification of industry groups and types of businesses that may wish to invest in Ku-ring-gai; and * partnership established with Sydney Business the Northern regions of Business Enterprise Centre.				
 Critical Action	E1.1.1.3	Build partnerships with business and stakeholders to promote business opportunities.	Manager Corporate Communications		
	Code	Performance Indicator	Yearly Target	Units	Achieved to date
	E1.1.1.3.A	Participants involved in economic employment forums, workshops and initiatives facilitated by Council.	45	Participants	40
Comments	A number of initiatives were undertaken throughout the reporting period to engage local businesses and Chambers of Commerce in promoting our local economy. Neighbourhood newsletters were developed to promote the upgrade to the Princes Street shops and Council promoted the upgrade and opening of the revitalised Philip Mall in West Pymble. Council is also working with state government agencies and other stakeholders to promote business opportunities in the LGA.				
 Task	E1.1.1.3.1	Work with identified stakeholders to promote business opportunities.	Economic & Social Development Coordinator		
Comments	A number of activities and initiatives were undertaken in 2013/2014. These included: * hosting the Small Biz Bus to provide free advice to small business owners and aspiring entrepreneurs. The business advisors spent time with over 12 local business owners discussing issues and challenges impacting their operations; * working with Sydney Business to provide information and advise local small businesses, and the local Chambers of Commerce to determine how Council can support and/or fund initiatives to boost local centre economies; and * a business education and networking program 'Business Breakfast Seminar Series' was designed and developed during the reporting period. The objective of the series is to support Ku-ring-gai businesses and aspiring entrepreneurs by providing opportunities for networking and exchange of information. The series will commence in 2014-2015.				
 Task	E1.1.1.3.2	Work with economic partners to take advantage of new technologies.	Economic & Social Development Coordinator		






Category	Code	Name	Progress Status	Responsible Officer
Comments		During the year Council signed up to the Australian Business Register (ABR) to receive online access to local businesses and corporations information. Offline mapping of new business portal was completed ready for upload in 2014. Council's business website was improved to provide new links to business support information and grants along with a package of online tools including six monthly e-newsletter and social media.		
 Term Achievement	E1.1.2	Opportunities are pursued to strengthen our local and neighbourhood centres to promote small and medium businesses in Ku-ring-gai.		Director Community
Comments		A series of engagement activities with local businesses and shopping precincts have been conducted, including the very successful Activate Lindfield event that provided valuable feedback and input from businesses and Chambers of Commerce. The Activate Ku-ring-gai program focuses on businesses in local areas that will be encouraged to become involved with the Neighbourhood Centre upgrade program. Other opportunities to strengthen local and neighbourhood centres, and promote local business, have been provided at the Wahroonga Shopping Village through the Wahroonga Food and Wine Festival, the St Ives Shopping Village with the St Ives Food and Wine Festival, and the Lindfield Avenue Shops through the Activate Lindfield Family Fun Day. Planning is underway for weekly markets at the Old School site at St Ives and an Activate Turramurra event. <i>Progressing in accordance with Delivery Program - Year 1</i>		
 Critical Action	E1.1.2.1	Engage businesses in the centres to provide input into improvement plans.		Manager Corporate Communications
Comments		A series of engagement activities with local businesses and shopping precincts have been conducted throughout the reporting period including the very successful Activate Lindfield event. These activities were valuable, and resulted in feedback and input from businesses and Chambers of Commerce that will help in improving our local centres. The Activate Ku-ring-gai program focuses on businesses in local areas that will be encouraged to become involved with the Neighbourhood Centre upgrade program.		
 Task	E1.1.2.1.1	Collaborate with business and other relevant economic stakeholders in the development of improvement plans for the centres.		Economic & Social Development Coordinator
Comments		Activities completed during the 2013/2014 strengthened collaboration between Council, business and other economic stakeholders. They included: * Family Fun Day hosted at Lindfield for the new village green at Tryon Road carpark. The event attracted hundreds of local residents, business owners and shoppers. Over 120 people participated in the survey with council staff, taking the time to tell us about what they'd like to see on the new village green; * feedback discussions with West Pymble shop operators to understand how the revitalisation of Philip Mall has impacted their businesses; * engaging local businesses and commercial operators in the creation and design of new villages greens and community hubs in Lindfield; * Christmas markets hosted by West Pymble shops; and * Lindfield businesses sign up to new e-newsletter to participate in the upcoming Village Green and Community Hub engagement program.		
 Task	E1.1.2.1.2	Seek input from businesses on their needs and opportunities for public space use.		Economic & Social Development Coordinator
Comments		A conversation forum was hosted by Council with local Lindfield businesses regarding the new Village Green at Tryon Road, Lindfield. Discussions were held with South Turramurra shop operators and owners regarding their vision for Kissing Point shops and surrounds. Feedback was obtained from West Pymble shops on future opportunities for markets and activities in the recently renovated space.		
 Task	E1.1.2.1.3	Incorporate feedback from business into the public domain and neighbourhood improvements plans.		Economic & Social Development Coordinator





Category	Code	Name	Progress Status	Responsible Officer
Comments		During the reporting period plans and action items were prepared to engage businesses in and around Lindfield for the new community hub and village green and Lindfield shop operators and owners signed up to participate in Activate Lindfield project.		
 Critical Action	E1.1.2.2	Pursue opportunities for events at local places and spaces to strengthen the local economy.		
				Manager Corporate Communications
Comments		Throughout the reporting period, opportunities to strengthen local and neighbourhood centres in promoting their businesses have been provided at: * Wahroonga Shopping Village - Wahroonga Food and Wine Festival; * St Ives Shopping Village - St Ives Food and Wine Festival; * Lindfield Avenue Shop - Activate Lindfield Family Fun Day; * planned for a weekly markets at the Old School site at St Ives; and * planned for Activate Turramurra.		
 Task	E1.1.2.2.1	Pursue opportunities and provide support for events at local places and spaces to strengthen the local economy.		
				Economic & Social Development Coordinator
Comments		During 2013/2014 opportunities were investigated for a new weekly market at the Old School site at St Ives. How To guides were developed to help new businesses navigate opportunities for commercial operations on community land. Council also worked with the organisers of the Wahroonga Food and Wine Festival for a second event in October 2014, and the organisers of the St Ives Food and Wine Festival for a new event in March 2015.		
 Term Achievement	E2.1.1	Ku-ring-gai's business community, government agencies and regional partners are working in an effective and integrated way to strengthen and develop Ku-ring-gai's local economic base.		Director Community
Comments		Council's internal Economic and Social Development working group has developed a series of series of objectives, goals and indicators for economic development in Ku-ring-gai. Liaison has also occurred with Economic Development Managers from other Councils to understand their strategies and objectives. Work has continued with Pittwater and Warringah Councils, in co-developing a Regional Economic Development Action Plan, and a briefing with NSROC was conducted to discuss the regional economic goals and strategies. Synergies with Northern Sydney Region of Council's (NSROC's) plan were identified and helped inform Council's economic development objectives and priorities. As well as working with other Councils the Small Biz Bus has been to Ku-ring-gai and will form part of the partnership strategy. <i>Progressing in accordance with Delivery Program - Year 1</i>		
 Critical Action	E2.1.1.1	Work with economic partners to develop common strategic economic employment objectives for Ku-ring-gai.		
				Manager Corporate Communications
Comments		During the reporting period, economic indicators and objectives were determined in partnerships with the internal economic development working group, and the Economic and Social Development Group. Liaison also occurred with Economic Development Managers from other councils to understand their strategies and objectives. Following this, a series of objectives and goals for economic development were devised, and presented to Council's Economic and Social Development group.		
 Task	E2.1.1.1.1	Facilitate the development of common strategic economic objectives with relevant partners.		
				Economic & Social Development Coordinator
Comments		During the year economic indicators and objectives were determined in partnerships with the internal economic development working group and the Economic and Social Development Advisory Committee (ESDAC). Liaison also occurred with the Economic Development Managers at other councils to understand their strategies and objectives. Following work economic indicators and objectives were endorsed by Economic and Social Development Advisory Committee (ESDAC) to enhance economic employment outcomes for Ku-ring-gai.		






Category	Code	Name	Progress Status	Responsible Officer
 Task	E2.1.1.1.2	Develop partnership actions around the strategic economic objectives for Ku-ring-gai.		Economic & Social Development Coordinator
Comments	<p>A range of new partnerships were developed to facilitate enhance economic and social development. These new partnerships included:</p> <ul style="list-style-type: none"> * Warringah and Pittwater Council economic development network - to develop a regional economic development plan; * Economic Development Australia - networking and advice; * Sydney Business and Business Enterprise Centre - new training and education programs for our local businesses; * NSW Trade and Investment - identified funds and grants available for local businesses; * Destination NSW - identified funding and support for local visitation program; and * Small Biz Bus arrived in Lindfield in April and Gordon in June to deliver business advice to local residents and business operators. Over 20 people received advice and information from the staff on the bus. 			
 Critical Action	E2.1.1.2	Participate in and initiate regional programs that will broaden economic employment opportunities for Ku-ring-gai residents.		Manager Corporate Communications
Comments	<p>Work continued throughout the reporting period, with Pittwater and Warringah Councils, in co-developing a Regional Economic Development Action Plan. A briefing with NSROC was also conducted to understand the regional economic goals and strategies. Synergies with Northern Sydney Region of Council's (NSROC's) plan were identified and helped inform Council's economic development objectives and priorities. As well as working with other Councils the Small Biz Bus has been to Ku-ring-gai and will form part of the partnership strategy.</p>			
 Task	E2.1.1.2.1	Work in partnership with NSROC and other organisations and agencies to implement regional economic objectives.		Economic & Social Development Coordinator
Comments	<p>A new partnership was created between Pittwater, Warringah and Ku-ring-gai Councils to boost the local economies and grow employment opportunities for residents. Work has begun with Pittwater and Warringah Council's to co-develop a regional economic development action plan. A briefing with Northern Sydney Region of Council's (NSROC) was conducted to understand the regional economic goals and strategies. Synergies with NSROCs plan were identified and helped inform Council's economic development objectives and priorities. A new partnership with Sydney Business Limited aims to deliver business advice across Ku-ring-gai and promote valuable support services via Council's website.</p>			
 Term Achievement	E3.1.1	Tourism business has been strengthened and expanded.		Director Community
Comments	<p>A draft Tourism and Visitation Strategy has been completed for discussion, and adoption by Council. The Economic and Social Development working group has held regular meetings throughout the year, with presentations from a range of economic development and tourism representatives. A number of sites within the Ku-ring-gai Local Government Area (LGA) have identified as sites for potential tourism initiatives. Planning and consultation was conducted to determine possible uses for the new Lindfield and Turramurra sites. A number of major events, including Food and Wine Festivals, that attract tourists from all over Sydney, have been held, with others being planned for early 2014/2015. All events are supported by extensive marketing campaigns.</p> <p><i>Progressing in accordance with Delivery Program - Year 1</i></p>			
 Critical Action	E3.1.1.1	Work with partners to develop a tourism and visitation strategy for Ku-ring-gai.		Manager Corporate Communications







Category	Code	Name	Progress Status	Responsible Officer	
	Code	Performance Indicator	Yearly Target	Units	Achieved to date
	E3.1.1.1.A	Visitation promotion initiatives delivered or facilitated by Council.	100	% completion of agreed annual program	100
Comments	<p>A range of steps have been taken to identify opportunities for existing sites in Ku-ring-gai including the St Ives Old School site, St Ives Showground and West Pymble Philip Mall. In addition, initial planning and consultation was conducted to determine possible uses for the new Lindfield and Turramurra sites (village green and community hub). Staff are planning events that will attract tourists from other parts of Sydney and beyond - planning for the September Medieval Faire and the Lost in the 50's events, at the St Ives Showground are underway, and will be supported by extensive marketing campaigns. Food And Wine Festivals have been facilitated by Council in Wahroonga and St Ives and attracted people from outside the LGA. The Festival on the Green was a very successful event this year with an attendance of 35,000, the main event Peppa Pig brought people to St Ives from all over Sydney.</p>				
 Task	E3.1.1.1.1	Research opportunities for investment in new and existing attractions.		Economic & Social Development Coordinator	
Comments	<p>Opportunities for existing sites in Ku-ring-gai as well as possible uses for the new Lindfield sites (village green and community hub) were identified as part of a review of new initiatives and ideas undertaken by Council in November 2013. Nearly 400 St Ives residents and businesses informed Council of their desire for a fresh food market to be hosted in the local area. Over 200 residents and businesses signed up to participate in the Activate Lindfield project. Approximately 100 ideas and initiatives were identified by Councillors for investment in new and existing attractions.</p>				
 Task	E3.1.1.1.2	Explore opportunities at the Wildflower Garden and St Ives Precinct.		St Ives Precinct Coordinator	
Comments	<p>Events are an important motivator of tourism, and figure prominently in the development and marketing plans of most destinations. Work has progressed on events that will attract tourists from other parts of Sydney and beyond. The September Medieval Festival and Lost in the 50's are underway and will be supported by extensive marketing. The approved events will potentially attract over 7,000 day trippers to the St Ives Precinct. Local day tourists will make up the balance of the people attending the Precinct for these events (18,000 people). Potential opportunities for the Precinct in developing further Tourist opportunities will be recommended in a paper being prepared for September 2014. First visit of new Tourist Bus in the Bush to Beach day Tour.</p>				
Key Achievements	<p>Successful Wildflower Garden Festival featuring Angus Stewart (ABC Garden Show) attracting 4,000 day trippers. First visit of new Tourist Bus in the Bush to Beach day Tour. The Medieval Faire is under way with the event scheduled for September 20/21st. Planning is underway for the Music Festival and the Lost in the 50's event.</p>				
 Term Achievement	E3.1.2	Ku-ring-gai is marketed as a provider of a range of visitor activities and experiences.		Director Community	
Comments	<p>Council's marketing plan for events was very successful this year resulting in increased visitor numbers for regular events such as the Festival on the Green and the Twilight Concerts. New events, for example, the Wahroonga Food and Wine Festival, which was sponsored by Council, also attracted high numbers of visitors from both within and outside the LGA. Planning for other major new events, such as the Medieval Faire at the St Ives Showground, is underway, and is being supported by extensive marketing campaigns that include a number of media partners.</p> <p><i>Progressing in accordance with Delivery Program - Year 1</i></p>				
 Critical Action	E3.1.2.1	Work with partners to develop a marketing program that recognises, promotes and supports local activities, both new and existing.		Manager Corporate Communications	

Category	Code	Name	Progress Status	Responsible Officer
	Code	Performance Indicator	Yearly Target	Units
	Achieved to date			
	E3.1.2.1.A	Visits to selected Ku-ring-gai attractions (Ku-ring-gai Wildflower Garden).	12,000	Visits
				17,900
Comments	<p>Ku-ring-gai market's its visitor activities very successfully with increases in all events this year, and good numbers at new events. Food And Wine Festivals have been facilitated by Council in Wahroonga and St Ives and attracted people from outside the LGA. The Festival on the Green was a very successful event this year with an attendance of 35,000, the main event Peppa Pig brought people to St Ives from all over Sydney. Planning for the Medieval Faire at the St Ives Showground is underway, and is being supported by extensive marketing campaigns that include a number of media partners.</p>			
 Task	E3.1.2.1.1	Collaborate with partners to prepare a marketing program.	Economic & Social Development Coordinator	
Comments	<p>The Economic and Social Development Advisory Committee (ESDAC) has identified a range of programs and initiatives with which Council can help promote and advertise to boost economic outcomes. A workshop conducted in late 2013 identified almost 20 programs that with increased promotion and marketing can have a positive economic and social impact. These include Swain Gardens, tourist and heritage walks, new community markets, night-time economy.</p>			
 Task	E3.1.2.1.2	Research Ku-ring-gai's tourism profile including opportunities for expanded activities and experiences.	Economic & Social Development Coordinator	
Comments	<p>The existing draft tourism and visitation plan was reviewed and a range of new initiatives within both local centres and Ku-ring-gai's natural areas had been identified. These include camping and geotourism, new events and festivals, local markets and heritage walks. Preparation of a draft tourism and visitation plan has commenced.</p>			
 Task	E3.1.2.1.3	Develop guidelines to facilitate the creation and delivery of new events by business and community organisations.	Economic & Social Development Coordinator	
Comments	<p>Preparation commenced for a guide for budding entrepreneurs that wish to launch commercial operations on public land and an annual events calendar was developed to showcase all community events. Further progression of guidelines for new events was limited.</p>			
Reason	<p>Further progress of this task was limited by resource availability.</p>			
Remedial Action	<p>This task is included in Council's adopted 2014/2015 Operational Plan.</p>			
 Task	E3.1.2.1.4	Identify and facilitate opportunities for organisations to stage events.	Manager Corporate Communications	
Comments	<p>Ku-ring-gai markets it's visitor activities very successfully with increases in all events this year and good numbers at new events. Food And Wine Festivals have been facilitated by Council in Wahroonga and St Ives and attracted people from outside the LGA. The Festival on the Green was a very successful event this year with an attendance of 35,000, the main event Peppa Pig brought people to St Ives from all over Sydney. Planning for the Medieval Faire at the St Ives Showground is underway, and is being supported by extensive marketing campaigns.</p>			





Category	Code	Name	Progress Status	Responsible Officer
Theme	L	Leadership and Governance		
 Term Achievement	L1.1.1	The aspirations, objectives and priorities of our community are reflected in the Ku-ring-gai Community Strategic Plan - 'Our Community Our Future 2030' and inform Council's policy development, decision-making and program delivery.		General Manager
Comments	<p>Following adoption of a new Community Strategic Plan, four-year Delivery Program and Resourcing Strategy in June 2013 Council continued to engage with the community on a wide range of programs, projects and services contained in those plans. Consultation and engagement with the community continues to be delivered in an innovative and open manner, tailored to reach a wide audience and meeting high industry standards. Feedback is reported and reviewed as part of Council policy preparation and decision-making.</p> <p><i>Progressing in accordance with Delivery Program - Year 1</i></p>			
 Critical Action	L1.1.1.1	Conduct a structured engagement program with the community around issues, challenges and opportunities affecting the achievement of agreed outcomes for Ku-ring-gai.		Manager Corporate Communications
Comments	<p>Council has completed a comprehensive community engagement program during the reporting period that supports both our long term strategic plans and delivery programs, along with area specific projects and programs.</p>			
 Task	L1.1.1.1.1	Establish and promote a range of forums to review and discuss issues and priorities for the community.		Economic & Social Development Coordinator
Comments	<p>During the reporting period, community engagement and planning included the development of an Information Day for the Activate Turrumurra project. This provided a forum for interested stakeholders to have input into the masterplanning process. A Family Fun Day consultation was organised to determine ideas and opinions for a new village green at Tryon Road and notification letters and emails were sent to residents living in and around the Gordon Golf course as part of Council's masterplanning process for the area.</p> <p>Surveys and forums were also undertaken to support Council's successful application to IPART for the continuation of the special rate for infrastructure assets. Over 30 rate-payers attended a workshop at Council to discuss future funding options to improve infrastructure assets and nearly 400 residents participated in an online conversation to discuss the special rate for infrastructure assets.</p> <p>Recruitment was also conducted for the Activate Lindfield project, with over 200 people signing up to participate.</p>			
 Task	L1.1.1.1.2	Develop an annual consultation plan to engage community, identify relevant policy review and provide efficient and timely feedback to participants.		Economic & Social Development Coordinator
Comments	<p>An assessment of Council departments was undertaken to determine the consultation and engagement requirements for Council in 2013/2014. Following this assessment engagement strategies were developed to guide the delivery of consultation to support Council's IPART application, and the delivery of masterplanning for Activate Lindfield, St Johns Avenue streetscape, Activate Turrumurra and Gordon Golf Course projects.</p>			
 Task	L1.1.1.1.3	Monitor and report on the progress of the adopted Community Strategic Plan 2030.		Integrated Planning Coordinator
Comments	<p>All required monitoring and reporting for the Community Strategic Plan has been completed for the 2013/2014 year. The Community Strategic Plan 'Our Community Our Future' 2030 contains the community's vision and long term objectives for the Ku-ring-gai community and was adopted by Council on the 25 June 2013. The plan contains Long Term Objectives with a 10 - 15 year time horizon and 4 year Term Achievements, which state what Council will do in its 4 year term to progress the plan's objectives. Details of Council's Term Achievements and how they will be funded are contained in Council's 4 year Delivery Program 2013/2017, Resourcing Strategy and annual Operational Plans. Progress reporting on the Delivery Program 2013/2017 and Operational Plan 2013/2014 has been in accordance with all statutory requirements. Progress on Council's 4 year Term Achievements are reported as part of this June bi-annual review. Monitoring and reporting on the Community Strategic Plan is assisted by Council's Performance Planning corporate system.</p>			







Category	Code	Name	Progress Status	Responsible Officer
 Task	L1.1.1.1.4	Promote Council's planning and reporting to all external stakeholders, including government agencies, organisations and the broader community.		Integrated Planning Coordinator
Comments	<p>An extensive program of promotion occurred to external stakeholders around Council's Integrated Planning and Reporting during the six months to June 2014 and for the whole 2013/2014 year. This included:</p> <ul style="list-style-type: none"> * reporting to Council on the progress of Council's adopted four year Delivery Program 2013/2017 and one year Operational Plan 2013/2014. Progress reports are provided to Council and the community every six months. * public exhibition and adoption of a revised Delivery Program 2013/2017 and draft Operational Plan 2014/2015. The program and plan were exhibited on Council's website from 28 February to 4 April 2014 with hard copies available for inspection at Council's four libraries. Council adopted the documents on 24 June 2014. * preparation and adoption of a revised Resourcing Strategy including a revised Long Term Financial Plan, Asset Management Strategy and Workforce Strategy. The revised Strategy can be accessed on Council's website. * consultation with the community from October 2013 to February 2014 as part of an application for a Special Rate Variation to continue Council's roads renewal program. The consultation revealed that over 81% of our ratepayers supported Council's application to the Independent Pricing and Regulatory Tribunal (IPART) for the continuation of the Special Rate Variation for Infrastructure (road improvements). The application was subsequently approved by IPART in June 2014. * publishing of Council's Annual Report in November 2013 for the 2012/2013 financial year. The Report can be accessed on Council's website or as a hardcopy at Council's libraries. <p>Copies of all adopted Integrated Planning and Reporting documents were provided on Council's website with explanatory information. Government agencies were advised of Council's adoption of relevant plans and where they can be accessed. Council's Integrated Planning and Reporting was also explained and promoted in submissions on local government reforms and the IPART application. Further opportunities to promote Council's planning and reporting continue to be identified.</p>			
 Term Achievement	L1.1.2	Council leads the community by advocating, influencing and participating in policy development to the benefit of the local area.		General Manager
Comments	<p>Throughout 2013-2014 Council advocated on behalf of the Ku-ring-gai community through formal submissions to the NSW Government reform proposals for local government. Additionally we successfully applied to the Independent Pricing and Review Tribunal (IPART) for a continuation of an existing Special Rate Variation to fund Council's road renewal program and achieved industry and community recognition for sustainability, landscape design and reporting practices. In the latter half of the year we successfully negotiated with Transport NSW for the sale of a part of Culworth Avenue, Killara carpark site.</p> <p><i>Progressing in accordance with Delivery Program - Year 1</i></p>			
 Critical Action	L1.1.2.1	Council actively engages with stakeholders to inform the development of Council's strategies and plans as appropriate.		Manager Integrated Planning, Property & Assets
Comments	<p>Throughout the reporting period Council made formal submissions to the NSW Government on the Independent Local Government Review Panel final report on Revitalising Local Government, the proposed Performance Framework and the review the Local Government Act 1993. The submissions were developed in consultation with Councillors, key staff and members of the community.</p>			
 Task	L1.1.2.1.1	Pursue opportunities to contribute to policy development affecting Ku-ring-gai at state and regional levels.		Manager Integrated Planning, Property & Assets
Comments	<p>Throughout the reporting period Council made formal submissions to the NSW Government on the Independent Local Government Review Panel final report on Revitalising Local Government, the proposed Performance Framework and the review the Local Government Act 1993. The submissions were developed in consultation with Councillors, key staff and members of the community.</p>			





Category	Code	Name	Progress Status	Responsible Officer
Key Achievements	Throughout the reporting period Council has made representations to the Office of Local Government on the NSW Independent Local Government Review Panel's final report on Revitalising Local Government, the proposed Local Government Performance Framework and the review the Local Government Act 1993.			
 Task	L1.1.2.1.2	Participate and contribute to the development of state & regional policy directions.		Manager Integrated Planning, Property & Assets
Comments	Throughout the reporting period Council made formal submissions to the NSW Government on the Independent Local Government Review Panel final report on Revitalising Local Government, the proposed Performance Framework and the review the Local Government Act 1993. The submissions were developed in consultation with Councillors, key staff and members of the community.			
 Term Achievement	L1.1.3	Partnerships are established with government agencies, regional and local organisations and community groups and are working to achieve Ku-ring-gai's community outcomes.		General Manager
Comments	New partnerships were created with business, community and not for profit groups to assist Council's engagement with those groups and their input into Council's decision-making. Established partnerships continued to be actively supported, of particular note were partnerships established in relation to the B2 subdivision, University of Technology Sydney (UTS) redevelopment and activate Lindfield projects. <i>Progressing in accordance with Delivery Program - Year 1</i>			
 Critical Action	L1.1.3.1	Pursue new opportunities for partnership arrangements with other agencies, organisations and community groups to achieve community outcomes.		Manager Corporate Communications
Comments	Council has pursued a number of new partnerships with community groups, local business and industry associations throughout the reporting period, to achieve improved economic development and community outcomes. New partnerships have been created with a range of business, community and not-for-profit groups to support engagement and facilitate ongoing information sharing. New partnerships established with: <ul style="list-style-type: none"> * support Lindfield to help promote and guide the new Community Hub; * local Chambers of Commerce to help activate local centres and provide support to local businesses; * small Biz Bus; * external event organisers; and * various community organisations presenting concepts. 			
 Task	L1.1.3.1.1	Identify and pursue priority areas where partnership arrangements will provide tangible benefits to the local area.		Economic & Social Development Coordinator
Comments	New partnerships have been created with a range of business, community and not-for-profit groups to support engagement and facilitate ongoing information sharing. New partnerships established with: <ul style="list-style-type: none"> * support Lindfield to help promote and guide the new Community Hub; * local Chambers of Commerce to help activate local centres and provide support to local businesses; * South Turramurra Shopping Centre to help communicate visions for the local area; and * support Turramurra and Beautiful Turramurra to help promote the Activate Turramurra event and help deliver our quick win clean up in the area. 			
 Term Achievement	L1.1.4	Council's responses to government policy and reforms are guided by and aligned with the adopted Community Strategic Plan 'Our Community Our Future 2030'.		General Manager
Comments	Council provided significant responses to proposed Government Reform, particular with regard to the "Future Directions for Local Government" discussion paper together with reforms of the Planning System and Local Government Act. <i>Progressing in accordance with Delivery Program - Year 1</i>			






Category	Code	Name	Progress Status	Responsible Officer	
 Critical Action	L1.1.4.1	The organisation responds flexibly, proactively and equitably to challenges and opportunities arising from government policy changes and reforms.			
Manager Records & Governance					
Comments	There was no activity during the reporting period in relation to government reform. Council's provided a submission to the Office of Local Government on both the Local Government Acts Taskforce and the Independent Local Government Review Panel final reports in March 2014. Council is still awaiting formal response from the Office of Local Government.				
 Task	L1.1.4.1.1	Analyse and provide appropriate submissions to government proposals affecting the local government industry.			
Manager Records & Governance					
Comments	There was no requirement in this period for providing submissions to any government proposals.				
 Task	L1.1.4.1.2	Undertake ongoing communication with the community to ensure they understand proposed changes in legislation.			
Manager Records & Governance					
Comments	There was no need or opportunity to provide communication to the community as there were no submissions prepared by Council on government proposals for the change of legislation during the reporting period.				
 Task	L1.1.4.1.3	Identify and involve key staff in the development of formal responses to government legislative reforms and ensure responses are completed within set deadlines.			
Manager Records & Governance					
Comments	There was no need to identify and involve key staff in formal responses to legislative reforms during the reporting period.				
 Term Achievement	L2.1.1	Council maintains and improves its long term financial position and performance.			
Director Corporate					
Comments	Financial sustainability targets identified in the Long Term Financial Plan have been achieved this financial year. Opportunities to expand the revenue base of Council continue to be identified and implemented during the year. <i>Progressing in accordance with Delivery Program - Year 1</i>				
Key Achievements	Council has achieved an operating surplus and met working capital targets.				
 Critical Action	L2.1.1.1	Achieve financial sustainability targets identified in the Long Term Financial Plan.			
Manager Finance					
	Code	Performance Indicator	Yearly Target	Units	Achieved to date
	L2.1.1.1.A	Unrestricted Current Ratio.	2.0	Ratio	2.3
	L2.1.1.1.B	Rates and Annual Charges Coverage Percentage.	60	% (lesser is better)	60
	L2.1.1.1.C	Rates Outstanding Percentage.	4.0	% (lesser is better)	3.2
Comments	The main financial sustainability targets identified in the Long Term Financial Plan (LTFP) are working capital (end of year forecast), net operating result (operating surplus) end of year forecast, unrestricted current ratio, outstanding rates and annual charges. All indicators above are expected to be in line with the adopted LTFP for the end of 2013/14 financial year. Working capital forecast to June 2014 at \$4.6M, operating surplus (including capital income) achieved at \$16M, that is an increase of \$203K compared to last financial year (2012/2013), however, when compared to the original budget 2013/2014 as per the LTFP, the estimated net operating result was lower by \$1.2M. This was mainly due to lower than expected Section 94 contributions income, higher Depreciation expense and lower net gain from disposal of assets. Unrestricted Current Ratio (UCR) is anticipated to reach a satisfactory 2.3% at the end of 2013/2014 financial year. It must be noted that at the time of reporting on these indicators (working capital and operating result), the end of financial year results were not yet finalised and still subject to external audit review. The end of financial year results will be reported to Council as part of the Draft Financial Statements 2013/2014 and Carried Forward expenditure.				




Category	Code	Name	Progress Status	Responsible Officer										
<p>During the 2013/2014 financial year all quarterly budget reviews have been reported and adopted by Council with the latest being March Quarterly Budget Review (QBR). March QBR has been adopted by Council on 27 May 2014. The purpose of the report was to inform Council on the results of the third quarter budget review of 2013/14. As at end of March quarter Council's operating surplus (including capital income) has decreased by \$1.7M compared to budget. This was primarily due to deferral of asset sales to fund West Pymble Aquatic Centre.</p> <p>The adopted LTFP also identifies funding requirements and targets in relation to disposal of assets. Council staff continues to progress the reclassification of surplus sites to fund the loan for the acquisition of 828 Pacific Highway, Gordon and the shortfall to complete the West Pymble Aquatic Centre development. Throughout the reporting period Council considered several reports on the acquisition of a portion of Culworth Avenue car park to Transport for NSW (TFNSW) for commuter parking. Funds from the disposal of the land to TFNSW will be allocated towards debt reduction.</p> <p>Key Achievements All financial indicators in the Long Term Financial Plan are expected to be in line with identified targets for the end of 2013/2014 financial year.</p>														
	Task	L2.1.1.1.1	Review Long Term Financial Plan each year based on 4 year forecasts.	Manager Finance										
<p>Comments The Long Term Financial Plan 2014/2015 to 2023/2024 has been reviewed and adopted as part of Council's Resourcing Strategy on 24 February 2014.</p>														
	Task	L2.1.1.1.2	Undertake quarterly reporting to Council on the financial performance of the organisation.	Manager Finance										
<p>Comments The March Quarterly Budget Review has been adopted by Council on 27 May 2014. The purpose of the report was to inform Council on the results of the third quarter budget review of 2013/14. As at end of March quarter Council's operating surplus (including capital income) has decreased by \$1.7m compared to budget. This was primarily due to deferral of asset sales to fund West Pymble Aquatic Centre. The forecast working capital balance at 30 June 2014 will increase to \$4.64m, \$137k above the long term financial plan's target. At the time of updating this report the end of financial year results have not been finalised. Available Working Capital is still to be determined as part of finalising the end of financial year processes. However, it is anticipated that the targeted Working Capital Balance of \$4.6 million will be achieved.</p>														
	Task	L2.1.1.1.3	Appropriate assets are identified for disposal to discharge loan by 2016-2017.	Manager Integrated Planning, Property & Assets										
<p>Comments Council continued to progress the reclassification of selected sites to fund the loan for the acquisition of 828 Pacific Highway, Gordon for a new Council Chambers and Administration Centre, as well as funding to complete the new Ku-ring-gai Fitness and Aquatic Centre development. Throughout the reporting period Council considered several reports on the acquisition of a portion of Culworth Avenue car park by Transport for NSW (TFNSW) for commuter parking. Funds from the disposal of the land to TFNSW will be allocated towards debt reduction.</p>														
	Critical Action	L2.1.1.2	Review opportunities for sustainable and equitable increases to Council's income supported by the community.	Manager Finance										
<table border="1"> <thead> <tr> <th>Code</th> <th>Performance Indicator</th> <th>Yearly Target</th> <th>Units</th> <th>Achieved to date</th> </tr> </thead> <tbody> <tr> <td>L2.1.1.2.A</td> <td>Occupancy rate of Council property portfolio.</td> <td>90</td> <td>%</td> <td>95</td> </tr> </tbody> </table> <p>Comments Council invests its surplus cash and continuously looks to maximise its return on investments. Council's investments portfolio is compared to industry benchmark targets on a monthly basis. Investment returns as at end of June 2014 were above benchmark. The weighted average return for the total portfolio as at end of year was 4.27% compared to the benchmark of the UBS Bank Bill Index of 2.68%. The net return on investments for the financial year ended 30 June 2014 was \$3,829,000 against annual revised budget of \$3,779,100, giving a YTD favourable variance of \$49,900. Fees & Charges for the Annual Budget 2014/2015 have been adopted as part of the adoption of the Delivery Program and Operational Plan 2014/2015 on 24 June 2014. Council had resolved to apply for a continuation of the existing 5% Special Rate Variation for the roads improvement program, under section 508(A) of the Local Government Act, 1993. In its decision on 3 June 2014, the Independent Pricing and Regulatory Tribunal (IPART) advised Council of its approval for a continuation of the existing Special Rate Variation. The levy will provide Council with \$2.7 million in 2014/2015 and \$32.5 million in total over the 10 year Long Term Financial Plan period.</p>					Code	Performance Indicator	Yearly Target	Units	Achieved to date	L2.1.1.2.A	Occupancy rate of Council property portfolio.	90	%	95
Code	Performance Indicator	Yearly Target	Units	Achieved to date										
L2.1.1.2.A	Occupancy rate of Council property portfolio.	90	%	95										
	Task	L2.1.1.2.1	Continue to analyse opportunities to expand the revenue base of Council.	Manager Finance										



Category	Code	Name	Progress Status	Responsible Officer														
Comments		Council invests its surplus cash and continuously looks to maximise its return on investments. Council's investments portfolio is compared to industry benchmark targets on a monthly basis. Investment returns as at end of June 2014 were above benchmark. The weighted average return for the total portfolio as at end of year was 4.27% compared to the benchmark of the UBS Bank Bill Index of 2.68%. The net return on investments for the financial year ended 30 June 2014 was \$3,829,000 against annual revised budget of \$3,779,100, giving a YTD favourable variance of \$49,900. Fees and Charges for the Annual Budget 2014/2015 have been adopted as part of the adoption of the Delivery Program and Operational Plan 2014-2015.																
 Task	L2.1.1.2.2	Ensure the commercial property portfolio provides market returns.		Manager Integrated Planning, Property & Assets														
Comments		Commercial rentals are determined through independent market valuations and lease documentation incorporates commercial terms and conditions. Council's commercial property portfolio is currently 95% occupied. In June 2014 Council adopted its first Commercial Leasing Policy which sets out the framework, responsibilities and processes for Council and officers to account for, and manage the leasing and licencing of Council's property assets that provide a commercial return.																
Key Achievements		Council's commercial property portfolio is currently 95% occupied.																
 Term Achievement	L2.1.2	Council's financial services provide accurate, timely, open and honest advice to the community.		Director Corporate														
Comments		Council is provided with ongoing advice to ensure it meets annual budget and Long Term Financial Plan targets. <i>Progressing in accordance with Delivery Program - Year 1</i>																
 Critical Action	L2.1.2.1	Coordinate financial advice to ensure Council meets overall budget performance.		Manager Finance														
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Code	Performance Indicator	Yearly Target	Units	Achieved to date														
L2.1.2.1.A	Debt Service Percentage.	4.0	% (lesser is better)	4.3														
L2.1.2.1.B	Working Capital.	4.0	\$ Million	4.7														
Comments		The overall financial performance of Council against budget is reported on a quarterly basis. The latest Quarterly Budget Review (QBR) as at end of March 2014 was reported and adopted by Council in May 2014. Financial sustainability indicators have been in line with the adopted Long Term Financial Plan (LTFP). As per March QBR, the forecast working capital balance at 30 June 2014 was \$4.64 million, \$137k above the long term financial plan's target; operating surplus (including capital income) has reduced by \$1.7 million compared to budget. This was primarily due to deferral of asset sales to 2014/15 financial year to fund West Pymble Aquatic Centre. No other major adjustments were identified during March QBR. At the time of reporting on these indicators (working capital and operating result), the results for June quarter and end of financial year 2013/2014 were not yet finalised. It is expected that Council will finalise the financial year with an Operating Surplus and a saving against budget. Available Working Capital is still to be determined as part of finalising the end of financial year processes, however, it is anticipated that the targeted Working Capital Balance of \$4.6 million will be achieved. All key financial indicators will be reported to Council as part of the Draft Financial Statements 2013/2014, including end of financial year result and carried forward expenditure, at the end of August 2014. The end of year forecast for the Debt Service Ratio stands at 4.3% compared to the identified target of 4% in the LTFP, mainly due to higher interest accrued for the Services Relocation project.																
 Task	L2.1.2.1.1	Manage financial performance to achieve targets as defined in the Long Term Financial Plan.		Manager Finance														
Comments		The main financial sustainability targets identified in the Long Term Financial Plan (LTFP) are monitored and reported to Council on a quarterly basis as part of Quarterly Budget Reviews. These are: working capital (end of year forecast), net operating result (operating surplus) end of year forecast, unrestricted current ratio, outstanding rates and annual charges and debt service ratio. The financial targets as at March 2014 have been reported to Council in May 2014. All indicators above have been in line with the adopted LTFP. Unrestricted current ratio, outstanding rates and annual charges and debt service ratio will be reported to Council as part of the end of financial year reporting. End of Financial year results are still not finalised,																

Category	Code	Name	Progress Status	Responsible Officer
<p>however all main financial indicators are expected to be in line with identified targets. The financial year end results will be reported to Council at the end of August 2014 as part of the Draft Financial Statements report to Council.</p>				
 Term Achievement	L2.1.3	Council expenditure satisfies the needs of the community.		Director Corporate
Comments	<p>Expenditure is monitored and reported to Council and the community through quarterly project and budget reports, bi-annual updates on the progress of the Delivery Program and the Annual Report. Briefing sessions are held with Councillors to provide status updates on major works programs and projects.</p> <p><i>Progressing in accordance with Delivery Program - Year 1</i></p>			
 Critical Action	L2.1.3.1	Monitor expenditure to ensure it is in accordance with the expressed wishes of the community and identified in the Community Strategic Plan.		Manager Finance
Comments	<p>Completion of Council's major works program is reported to Council and the community through quarterly project and budget reports, bi-annual updates on the progress of the Delivery Program and the Annual Report. Additional and regular informal briefing sessions are held with Councillors to provide status updates on all major works programs and projects.</p> <p>The End of 2013/2014 Financial Year results highlighting financial performance, variances to original and revised budget and key financial indicators will be finalised at the end of July and reported to Council on 26 August 2014.</p>			
Key Achievements	<p>Completion of Council's major works program is reported to Council and the community through quarterly project and budget reports, bi-annual updates on the progress of the Delivery Program and the Annual Report. Additional and regular informal briefing sessions are held with Councillors to provide status updates on all major works programs and projects</p>			
 Task	L2.1.3.1.1	The Resourcing Strategy integrates the Long Term Financial Plan, Work Force Plan and Asset Management Strategy.		Manager Integrated Planning, Property & Assets
Comments	<p>Council's revised Resourcing Strategy was adopted on 24 February 2014 and includes the Long Term Financial Plan (LTFP) Asset Management Strategy and Work Force Plan</p>			
 Task	L2.1.3.1.2	Demonstrate completion of major works and outcomes defined in the Delivery Program each year.		Manager Integrated Planning, Property & Assets
Comments	<p>Completion of Council's major works program is reported to Council and the community through quarterly project and budget reports, bi-annual updates on the progress of the Delivery Program and the Annual Report. Additional and regular informal briefing sessions are held with Councillors to provide status updates on all major works programs and projects</p>			
Key Achievements	<p>Completion of Council's major works program is reported to Council and the community through quarterly project and budget reports, bi-annual updates on the progress of the Delivery Program and the Annual Report</p>			
 Task	L2.1.3.1.3	Provide advice to Council to assist its decision making on changes to expenditure that are outside the adopted Delivery Program.		Manager Finance
Comments	<p>The End of Financial year 2013-14 results highlighting financial performance, variances to revised budget and key financial indicators will be finalised at the end of July and reported to Council on 26 August 2014.</p>			
 Term Achievement	L2.1.4	Council has increased its commitment to infrastructure asset management priorities.		Director Corporate
Comments	<p>Council has continued to prioritise funding for infrastructure asset renewal.</p> <p><i>Progressing in accordance with Delivery Program - Year 1</i></p>			

Category	Code	Name	Progress Status	Responsible Officer									
Key Achievements	Council has successfully applied to IPART for the permanent continuation of a Special Rate Variation for Infrastructure.												
 Critical Action	L2.1.4.1	Financial strategies underpin Council's asset management policies and strategic vision.		Manager Finance									
	<table border="1"> <thead> <tr> <th>Code</th> <th>Performance Indicator</th> <th>Yearly Target</th> <th>Units</th> <th>Achieved to date</th> </tr> </thead> <tbody> <tr> <td>L2.1.4.1.A</td> <td>Building and Infrastructure Renewal Ratio.</td> <td>100</td> <td>%</td> <td>104</td> </tr> </tbody> </table>	Code	Performance Indicator	Yearly Target	Units	Achieved to date	L2.1.4.1.A	Building and Infrastructure Renewal Ratio.	100	%	104		
Code	Performance Indicator	Yearly Target	Units	Achieved to date									
L2.1.4.1.A	Building and Infrastructure Renewal Ratio.	100	%	104									
Comments	<p>Council's asset registers and Asset Management Plans were revised and updated as part of reviewing and adopting Council's Resourcing Strategy, which incorporates the Long Term Financial Plan (LTFP), Asset Management Strategy and Workforce Planning. The Resourcing Strategy was adopted by Council on 24 February 2014.</p> <p>During the process of reviewing and integrating the Long Term Financial Plan and the Asset Management Plans, Council has increased funding to community identified priority assets. This includes funding for the renewal of roads, footpaths, drainage and buildings. Council has also applied to IPART for a continuation of the Infrastructure - Special Rate Variation (SRV) for road improvements under 508(2) of the Local Government Act 1993. Council's application was assessed by IPART who approved the Infrastructure - SRV to be permanently retained in the rate base.</p> <p>Funding for priority projects allocated in the 2014/2024 Long Term Financial Plan was approved as per the original budget 2014/2015 adopted on 24 June 2014. Regarding 2013/2014 financial year, the capital budget has been reviewed as part of the March Quarterly Budget Review and funds reallocated to priority projects. The net capital budget changes as per March Quarterly Budget Review totalled \$35K. Major movements in the budget review were due to deferral of asset sales to 2014/2015 year to fund West Pymble Aquatic Centre (\$1.9m), resulting in a decrease in transfers to Infrastructure & Facilities Reserve. Additional funding was also required, through a separate report to Council, for fit-out costs for West Pymble Pool. The increase in expenditure was funded by identifying end of financial year savings from recurrent budget as part of the end of financial year process.</p>												
Key Achievements	<p>The funding requirements for priority assets has been included into Councils Resourcing Strategy which incorporates the Long Term Financial Plan (LTFP) and Asset Management Strategy. The revised Resourcing Strategy was adopted by Council 24 February 2014.</p> <p>The application to IPART for the continuation of an existing Special Rate Variation for Infrastructure to fund roads program was approved.</p>												
 Task	L2.1.4.1.1	Identify available funding sources in the Long Term Financial Plan and allocate to priority projects.		Manager Finance									
Comments	<p>Funding for priority projects has been allocated as part of the 2014/2024 Long Term Financial Plan and approved as per the original budget 2014/15 adopted on 24 June 2014. Regarding 2013/14, the capital budget has been reviewed as part of the March Quarterly Budget Review and funds reallocated to priority projects. The net capital budget changes as per March Quarterly Budget Review totalled \$35K. Major movements in the budget review were due to deferral of asset sales to 2014/15 year to fund West Pymble Aquatic Centre (\$1.9m), resulting in a decrease in transfers to Infrastructure & Facilities Reserve. Additional funding was also required, through a separate report to Council, for fit-out costs for West Pymble Pool. The increase in expenditure was funded by identifying end of financial year savings from recurrent budget as part of the end of financial year process.</p>												
 Task	L2.1.4.1.2	Assess requirement for additional levies as appropriate.		Strategic Asset Officer									
Comments	<p>Council's asset registers, Asset Management Plans and Resourcing Strategy were revised and updated as part of the application process. The Resourcing Strategy was adopted by Council on 24 February 2014. Community consultation was completed as part of the application process to determine the support for the continuation of the rate variation and to gauge community opinion on funding options for other priority assets. Consultation will be completed in 2014/2015 to further explore these funding options.</p> <p>Council submitted an application to IPART for a continuation of the Infrastructure - Special Rate Variation (SRV) for roads under 508(2) of the Local Government Act 1993. Council's application was assessed by IPART who approved the Infrastructure - SRV to be permanently retained in the rate base.</p>												
Key Achievements	<p>The application to IPART for the continuation of an existing infrastructure - Special Rate Variation for roads was approved.</p>												
 Task	L2.1.4.1.3	Implement priority community recommendations from the Asset Management Strategy.		Strategic Asset Officer									

Category	Code	Name	Progress Status	Responsible Officer
Comments		Council has increased funding to community identified priority assets. This includes funding for the renewal of roads, footpaths, drainage and buildings. Council has also applied to IPART for a continuation of the Infrastructure - Special Rate Variation (SRV) for road improvements. The funding requirements for priority assets has been included into Councils Resourcing Strategy which incorporates the Long Term Financial Plan (LTFP) and Asset Management Strategy. The Resourcing Strategy was revised and adopted by Council 24 February 2014.		
Key Achievements		The funding requirements for priority assets has been included into Councils Resourcing Strategy which incorporates the Long Term Financial Plan (LTFP) and Asset Management Strategy. The revised Resourcing Strategy was adopted by Council 24 February 2014.		
 Task	L2.1.4.1.4	Funding strategies are developed and implemented for all new asset related services.		Strategic Asset Officer
Comments		A review of funding requirements for all asset classes has been completed. These funding requirements have been incorporated into the revised Resourcing Strategy which integrates our Long Term Financial Plan and Asset Management Strategy.		
Key Achievements		The Resourcing Strategy was adopted by Council 24 February 2014.		
 Critical Action	L2.1.4.2	Regularly revise Council's strategic asset management plans and integrate with financial planning processes.		Manager Integrated Planning, Property & Assets
Comments		Council's Asset Management Plans and Asset Management Strategy have been revised and incorporate details of funding requirements and strategies to improve infrastructure assets overtime. The Asset Management Strategy is a component of the Resourcing Strategy which integrates the Long Term Financial Plan and the Workforce Plan and was adopted by Council on 24 February 2014. In February 2014, the recreational facilities asset register was imported into Council's corporate asset system, which is now operational for technical and financial use. As a result of the implementation of a new internal reporting process, Council's asset registers are regularly updated upon the completion of projects where creating, renewing and upgrading assets has occurred.		
Key Achievements		The Asset Management Strategy and Asset Management Improvement Plan was adopted by Council on 24 February 2014.		
 Task	L2.1.4.2.1	Continually improve integrity of asset data and asset register validation for new and existing assets.		Strategic Asset Officer
Comments		As a result of the implementation of a new internal reporting process, Council's asset registers are regularly updated upon the completion of projects where creating, renewing and upgrading assets has occurred. Council staff have updated asset registers to ensure that assets created, upgraded and renewed during the financial year have been recognised. Projects that were not complete at the end of the financial year have been identified as work in progress and the assets will not be capitalised until next financial year.		
 Task	L2.1.4.2.2	Implement adopted asset management plans and continuously progress improvement plans for each asset class to gradually reduce the funding gap.		Strategic Asset Officer
Comments		Council's Asset Management Plans have been updated and reviewed by Council staff. The Asset Management Plans and Asset Management Strategy (which includes the improvement plan) incorporates details of funding requirements and strategies to reduce the funding shortfall.		
Key Achievements		The Asset Management Strategy was adopted 24 February 2014.		
 Task	L2.1.4.2.3	Implement an integrated corporate asset management system for all asset classes.		Strategic Asset Officer
Comments		In February 2014, the recreational facilities asset register was imported into Council's corporate asset system, which is now operational for technical and financial use. The capital component will be implemented next financial year. A scoping session to determine the requirements for the roads and transport asset class has been completed and these assets will be imported into the corporate asset system within the next few months.		







Category	Code	Name	Progress Status	Responsible Officer															
 Term Achievement	L3.1.1	Council's integrity and operating effectiveness is continually being improved through its leadership, decision-making and policies.		General Manager															
Comments	<p>Council's accountability and decision making processes are underpinned by a comprehensive suite of Integrated Planning and Reporting documents. These documents clearly articulate Council's vision and priorities and regular monitor progress against stated goals. The highlight in this regard was receiving a silver award in the Australasian Reporting Awards program for Council's 2012-2013 Annual Report.</p> <p><i>Progressing in accordance with Delivery Program - Year 1</i></p>																		
 Critical Action	L3.1.1.1	A Council business framework is developed to incorporate best practice integrated planning objectives.		Manager Integrated Planning, Property & Assets															
	<table border="1"> <thead> <tr> <th>Code</th> <th>Performance Indicator</th> <th>Yearly Target</th> <th>Units</th> <th>Achieved to date</th> </tr> </thead> <tbody> <tr> <td>L3.1.1.1.A</td> <td>Statutory financial reports are prepared and reported to Council in compliance with legislative requirements.</td> <td>100</td> <td>% requirements met in period</td> <td>100</td> </tr> <tr> <td>L3.1.1.1.B</td> <td>Statutory governance and integrated planning reports are prepared and reported to Council in compliance with legislative requirements.</td> <td>100</td> <td>% requirements met in period</td> <td>100</td> </tr> </tbody> </table>				Code	Performance Indicator	Yearly Target	Units	Achieved to date	L3.1.1.1.A	Statutory financial reports are prepared and reported to Council in compliance with legislative requirements.	100	% requirements met in period	100	L3.1.1.1.B	Statutory governance and integrated planning reports are prepared and reported to Council in compliance with legislative requirements.	100	% requirements met in period	100
Code	Performance Indicator	Yearly Target	Units	Achieved to date															
L3.1.1.1.A	Statutory financial reports are prepared and reported to Council in compliance with legislative requirements.	100	% requirements met in period	100															
L3.1.1.1.B	Statutory governance and integrated planning reports are prepared and reported to Council in compliance with legislative requirements.	100	% requirements met in period	100															
Comments	<p>All planned actions for integrating business and decision-making systems and processes with the Integrated Planning and Reporting documents were completed for 2013-2014. This included:</p> <ul style="list-style-type: none"> * enhancements to reporting through the current Performance Planning corporate system for quarterly, bi-annual and annual monitoring and reporting; * completion of the design configuration stage for the implementation of a new Performance Planning corporate system for Council's Integrated Planning and Reporting Framework. This system will enable more efficient and effective monitoring and reporting of Council's programs and activities. Reporting through this system is due to commence in October 2014. The project has been overseen by an internal staff project group; * inclusion of reporting on risk through the new Performance Planning system which will enhance reporting and decision-making on governance related areas; * further work completed to link financial cost centres to the Delivery Program through themes; * designing capacity for future integration with finance, project nomination and evaluation and asset management; and * modification of Council's Business Paper report template in the InfoCouncil system to require standard reports to demonstrate a clear alignment with the adopted Community Strategic Plan 2030 (CSP), Delivery Program 2013-2017 and Operational Plan. The purpose of the change is to ensure that Councillors and the community are informed on the connection between the report subject matter and the delivery of the plans. 																		
Key Achievements	<p>Council received a Silver Award from the Australasian Reporting Awards organisation for the high standard of its 2012-2013 Annual Report. The Annual Report, which was compiled and produced in-house, was recognised for the 'quality coverage' of Council's performance and achievements during the 2012-2013 financial year. The Awards, which are open to all public and private industry sectors, provide an opportunity for organisations to benchmark their reports against the ARA guidelines, based on world best practice.</p> <p>During the reporting period all statutory reporting required under the Local Government Act 1993 and the Integrated Planning and Reporting framework was prepared, publicly exhibited and adopted by Council within required time frames, including the revised Delivery Program 2013-2017 and Operational Plan 2014-2015.</p>																		
 Task	L3.1.1.1.1	Integrate business and decision-making systems and processes with the Community Strategic Plan, Resourcing Strategy, Delivery Program and Operational Plan.		Integrated Planning Coordinator															
Comments	<p>All planned actions for integrating business and decision-making systems and processes with the Integrated Planning and Reporting documents were completed for 2013-2014. This included:</p> <ul style="list-style-type: none"> * enhancements to reporting through the current Performance Planning corporate system for quarterly, bi-annual and annual monitoring and reporting; * completion of the design configuration stage for the implementation of a new Performance Planning corporate system for Council's Integrated 																		








Category	Code	Name	Progress Status	Responsible Officer
		<p>Planning and Reporting Framework. This system will enable more efficient and effective monitoring and reporting of Council's programs and activities. Reporting through this system is due to commence in October 2014. The project has been overseen by an internal staff project group;</p> <ul style="list-style-type: none"> * inclusion of reporting on risk through the new Performance Planning system which will enhance reporting and decision-making on governance related areas; * further work completed to link financial cost centres to the Delivery Program through themes; * designing capacity for future integration with finance, project nomination and evaluation and asset management; and * modification of Council's Business Paper report template in the InfoCouncil system to require standard reports to demonstrate a clear alignment with the adopted Community Strategic Plan 2030 (CSP), Delivery Program 2013-2017 and Operational Plan. The purpose of the change is to ensure that Councillors and the community are informed on the connection between the report subject matter and the delivery of the plans. 		
Key Achievements		<p>Completion of the design configuration stage for the implementation of a new Performance Planning corporate system for Council's Integrated Planning and Reporting Framework. This system will enable more efficient and effective monitoring and reporting of Council's programs and activities. Reporting through this system is due to commence in October 2014.</p>		
 Task	L3.1.1.1.2	<p>Implement a system of performance measures and indicators for Council's Community Strategic Plan, Delivery Program and Operational Plan.</p>		Integrated Planning Coordinator
Comments		<p>As part of Council's adopted Integrated Planning and Reporting framework a performance monitoring system was established for the Community Strategic plan, Delivery Program and Operational Plan including performance measures and indicators. This requires regular reporting on the achievement of tasks critical actions and term achievements against their specified targets. Supplementing these measures, performance indicators were established for the Delivery Program and Community Strategic Plan. These represent the standard or outcome required for particular services, programs, projects and major projects. Measurement, baseline data and targets have been established for all performance indicators in the Delivery Program 2013-2017.</p>		
Key Achievements		<p>As part of Council's adopted Integrated Planning and Reporting framework a performance monitoring system was established for the Community Strategic plan, Delivery Program and Operational Plan including performance measures and indicators A report on the December Bi-annual review of tasks,critical actions and performance indicators was endorsed by Council on 18 March 2014.</p>		
 Task	L3.1.1.1.3	<p>Complete all statutory reporting required under the Local Government Act and Integrated Planning and Reporting framework.</p>		Integrated Planning Coordinator
Comments		<p>All statutory reporting on tasks, critical actions and performance measures required under the Local Government Act 1993 and the Integrated Planning and Reporting framework was completed within set time frames for the six month period December 2013 to June 2014 and for the 2013/2014 year. This included reporting to Council on the December 2013 bi-annual review of the 2013/2017 Delivery Program and the 2013/2014 Operational Plan, which was endorsed by Council at its meeting of 18 March 2014.</p> <p>Council's Annual Report for the year 2012/2013 was completed and submitted to the Office of Local Government before the 30 November 2013. Council received a Silver Award from the Australasian Reporting Awards organisation for the high standard of its 2012/2013 Annual Report.</p> <p>The Annual Report, which was compiled and produced in-house, was recognised for the 'quality coverage' of Council's performance and achievements during the 2012/2013 financial year.</p> <p>During the reporting period Council's four year Delivery Program 2013/2017 was revised and the next annual Operational Plan 2014/2015 was prepared and publicly exhibited for comment. No community submissions were received as a result of the exhibition. The Delivery Program includes the key actions that Council will achieve during its four year term to progress the long term objectives contained in the Community's Strategic Plan. The Operational Plan details Council's planned activities, projects and programs for 2014/2015 along with the financial resources required to implement them. The revised Delivery Program and Operational Plan 2014-2015 were adopted by Council at its meeting of 24 June 2014.</p> <p>Reporting on the achievement of statutory financial reporting requirements for the Delivery Program and Operational Plan is provided under Task L2.1.1.1.2 under the Theme 'Leadership and Governance' in this report.</p>		
Key Achievements		<p>Council received a Silver Award from the Australasian Reporting Awards organisation for the high standard of its 2012/2013 Annual Report. The Annual Report, which was compiled and produced in-house, was recognised for the 'quality coverage' of Council's performance and achievements during the 2012-2013 financial year. The Awards, which are open to all public and private industry sectors, provide an opportunity for organisations to benchmark their reports against the ARA guidelines, based on world best practice.</p> <p>Council's four year Delivery Program 2013/2017 was revised and the next annual Operational Plan 2013/2014 was prepared, publicly exhibited and adopted by Council.</p>		





Category	Code	Name	Progress Status	Responsible Officer										
Task	L3.1.1.1.4	Monitor, review and report on the progress of Council's Delivery Program 2013-2017 and annual Operational Plan 2013-2014.		Integrated Planning Coordinator										
Comments	<p>All required monitoring, review and reporting on the progress of Council's Delivery Program 2013/2017 and annual Operational Plan 2013/2014 was completed within set statutory and organisational time frames for the reporting period and 2013/2014 year. This included quarterly reviews of one year tasks for September 2013 and March 2014 and bi-annual reviews of tasks, four year critical actions and performance indicators for December 2013 and June 2014. The June bi-annual report also includes progress reporting on Council's four year term achievements. Performance commentary for individual tasks, critical actions, performance indicators and term achievements can be found under relevant themes in this report.</p> <p>Reporting on financial performance under the Delivery Program and Operational Plan is addressed under Task L2.1.1.1.2 under the Theme 'Leadership and Governance' in this report.</p> <p>Council's Delivery Program 2013/2017 and one year Operational Plan 2013/2014 were transferred into Council's corporate Performance Planning system in readiness for quarterly and bi-annual reporting. Allocation of staff reporting responsibilities was completed and baseline data sources and targets confirmed for performance indicators. Review and reporting on the plans during the six month period from July to December 2013 included the following: reporting to Council on the June 2013 bi-annual review of the previous 2012/2013 Delivery Program and Operational Plan, presented to Council's Ordinary Meeting of 29 August 2013; and completing a September Quarter review of the current 2013/2014 Delivery Program and Operational Plan, presented to Council's Senior Management Team. Financial review and reporting on the Delivery Program and Operational Plan is reported separately under Task L2.1.1.1.2 under the Theme 'Leadership and Governance' in this report.</p>													
Key Achievements	All required monitoring, review and reporting on the progress of Council's Delivery Program 2013/2017 and annual Operational Plan 2013/2014 was completed within set statutory and organisational time frames for the reporting period and 2013/2014 year.													
Term Achievement	L3.1.2	Integrated risk management, compliance and internal control systems are in place to identify, assess, monitor and manage risks throughout the organisation.		Director Corporate										
Comments	<p>Systems continue to be developed to integrate risk management into corporate planning and ongoing operations.</p> <p><i>Progressing in accordance with Delivery Program - Year 1</i></p>													
Critical Action	L3.1.2.1	Risk management is integrated into Council's business framework.		Manager Human Resources & Risk										
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Code	Performance Indicator	Yearly Target	Units	Achieved to date										
L3.1.2.1.A	Risk management performance against Council's Enterprise Risk Management Framework.	100	% reports presented to Audit Committee in period	100										
Comments	<p>Investigations into an appropriate online Risk Management System have been completed leading to the decision to work with our new Performance Planner 2 software as part of our Corporate Core Enterprise Suite. This will enable Council to integrate our risk management system with other corporate systems, saving capital outlay for another system and minimise extra knowledge staff will need to manage the system.</p> <p>The development of the Risk System in Performance Planner 2 has been completed. As per the project roll-out plan the first round of Risk Reviews will be completed with assistance from the Risk Team in the September quarterly reviews.</p>													
Key Achievements	<p>To further build risk management processes into management planning and decision making the system, and in particular the risk review process will be integrated with the Integrated Planning and Reporting quarterly review and update process.</p> <p>Integration of our Risk Management System with our Corporate Core Enterprise Suite will assist in integrating risk management into business processes.</p>													
Task	L3.1.2.1.1	Develop Risk Management Plan register and ensure initiatives are incorporated into Council's annual budget.		Risk Management Coordinator										





Category	Code	Name	Progress Status	Responsible Officer										
Comments	The development of the Risk System in Performance Planner 2 has been completed. As per the project roll-out plan the first round of Risk Reviews will be completed with assistance from the Risk Team in the September quarterly reviews.													
Key Achievements	To further build risk management processes into management planning and decision making the system, and in particular the risk review process will be integrated with the Integrated Planning and Reporting quarterly review and update process.													
<input checked="" type="checkbox"/> Task	L3.1.2.1.2	Investigate online Risk Management software and develop business case.		Risk Management Coordinator										
Comments	This task is complete. A number of options for an online risk management system have been investigated. The organisation has decided to work with our new Performance Planner 2 software - part of our Corporate Core Enterprise Suite. This will enable us to integrate our risk management system with other corporate systems, saving capital outlay for another system and minimise extra knowledge staff will need to manage the system.													
<input checked="" type="checkbox"/> Term Achievement	L3.1.3	Council's Governance framework is developed to ensure probity, transparency and the principles of sustainability are integrated and applied into our policies, plans, guidelines and decision-making processes.		Director Corporate										
Comments	Activities to ensure Council's governance framework is robust have continued this financial year, code of conduct training has been delivered and a policy review program developed. <i>Progressing in accordance with Delivery Program - Year 1</i>													
<input checked="" type="checkbox"/> Critical Action	L3.1.3.1	Ensure effective and efficient conduct of Council and committee meetings for the benefit of councillors and the community.		Manager Records & Governance										
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Code	Performance Indicator	Yearly Target	Units	Achieved to date										
L3.1.3.1.A	Council's Business Papers are accessible via Council's website in a timely manner.	100	%	100										
Comments	Council meetings are held regularly on the second and fourth Tuesdays of each month and are conducted efficiently in accordance with Council's adopted Code of Meeting Practice and the provisions regarding meetings contained within the Local Government Act 1993 and the Local Government (General) Regulation 2005													
<input checked="" type="checkbox"/> Task	L3.1.3.1.1	Business Papers and associated Minutes are published in an accurate and timely manner for public scrutiny and encourage community participation.		Manager Records & Governance										
Comments	During the reporting period business papers for the six (6) ordinary meetings of Council held during the period were compiled and distributed to Councillors and senior staff in accordance with the timeframes outlined in Council's Code of Meeting Practice.													
<input checked="" type="checkbox"/> Task	L3.1.3.1.2	Deliver regular ethics and code of conduct training to councillors and staff.		Co-ordinator Human Resources Operations										
Comments	During the reporting period, 1 New Employee Induction Program was delivered in May with 13 staff attending. There was no Code of Conduct session delivered.													
<input checked="" type="checkbox"/> Task	L3.1.3.1.3	Undertake refresher training with Councillors and existing staff to respond to changes in code of conduct.		Co-ordinator Human Resources Operations										
Comments	A comprehensive review with Councillors and Directors was completed and a Councillor Training and Development Plan has been developed which recommends conducting Code of Conduct sessions for Councillors within 4 weeks of their appointment. Outside of this timeframe, any changes to the Code would be presented to Councillors in a timely manner.													
<input checked="" type="checkbox"/> Task	L3.1.3.1.4	All new staff are trained in ethics and code of conduct at induction.		Co-ordinator Human Resources Operations										
Comments	One Induction Program was conducted during the reporting period with 13 new staff in attendance. There was no Code of Conduct session held during													

Category	Code	Name	Progress Status	Responsible Officer										
the reporting period.														
	Critical Action	L3.1.3.2 Internal audit function is supported and operating effectively.		General Manager										
Comments	Throughout the year a number of formal audit reviews have been completed and signed off by management. These reviews, together with appropriate actions, have then been referred to the Audit Committee for sign off. In addition, the Audit Committee constantly monitors progress in relation to the implementation of the aforementioned actions.													
	Task	L3.1.3.2.1 Internal audit programs and statistics are reported to each Audit Committee meeting.		General Manager										
Comments	All internal audit results and statistics have been formally reported to each quarterly Audit Committee meeting and signed off by that Committee.													
	Task	L3.1.3.2.2 The results of Internal Ombudsman investigations and customer complaints are reported to the Audit Committee.		General Manager										
Comments	A formal complaints register has been established and is reported to each meeting of the Audit Committee by category. Results and statistics are monitored and discussed by the Committee at each meeting.													
	Task	L3.1.3.2.3 Ensure compliance with requests from external Government organisations in relation to investigations.		General Manager										
Comments	All necessary correspondence and requests for information from relevant Government organisations have been complied with. This is particularly relevant to ICAC, DLG and the Ombudsman Office.													
	Critical Action	L3.1.3.3 Compliance with the requirements of relevant Acts and Regulations.		Manager Records & Governance										
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Code	Performance Indicator	Yearly Target	Units	Achieved to date										
L3.1.3.3.A	Request for information applications completed within statutory timeframes.	90	%	100										
Comments	All requests in this period for access to Council held information under the Government Information (Public Access) Act 2009 and the Privacy and Personal Information Protection Act 1998 have been processed and actioned within the statutory timeframes.													
Key Achievements	GIPA - Formal Applications processed: 17 GIPA - Informal Requests processed: 528 Privacy - applications received/processed: 0													
	Task	L3.1.3.3.1 Provide access to information under GIPA and manage request and privacy complaints.		Manager Records & Governance										
Comments	Council processed 273 informal requests for access to Council information and 12 formal applications for access to Council information under the Government Information (Public Access) Act 2009 and 0 applications under the Privacy and Personal Information Protection Act 1998.													
	Task	L3.1.3.3.2 All reasonable requests for public information under GIPA are processed within set timeframes.		Temporary Governance Officer										
Comments	Council processed 273 informal requests for access to Council information and 12 formal applications for access to Council information under the Government Information (Public Access) Act 2009, and 0 applications under the Privacy and Personal Information Protection Act 1998.													
Key Achievements	Council processed 273 informal requests for access to Council information and 12 formal applications for access to Council information under the Government Information (Public Access) Act 2009, and 0 applications under the Privacy and Personal Information Protection Act 1998.													
	Critical Action	L3.1.3.4 Continue to improve internal Council policies and maintain registers to accord with legislation.												







Category	Code	Name	Progress Status	Responsible Officer
Manager Records & Governance				
	Code	Performance Indicator	Yearly Target	Units
	L3.1.3.4.A	Council's policies are accessible via Council's website in a timely manner.	98	%
				Achieved to date 100
Comments	Policies developed for: Dividing Fences adjoining Council Land Policy, Sustainable Event Management Policy, Graffiti Management Policy, Commercial Leasing Policy and Acquisition and Divestment of Land Policy			
 Task	L3.1.3.4.1	Develop a policy review program to ensure currency of all policy documents.	Temporary Governance Officer	
Comments	A system for the review of Council's policy documents is currently underway. The Governance Team has taken a review of all the control information available on Council's policies. This data has been provided to GMD who will meet later this week to outline a timeframe for the completion of the policy review. It is anticipated that a report will be referred to council which will contain a recommendation for the adoption of a large number of policy documents.			
Key Achievements	A review of Council's policy documents that are overdue for review is currently underway.			
 Task	L3.1.3.4.2	Assess need for new policies and undertake regular policy reviews.	Temporary Governance Officer	
Comments	A new policy template has been designed and is currently in use. Graffiti Removal Policy is the first Council policy using this new template. A register of Council's publicly available registers was developed and will now be kept up to date.			
 Task	L3.1.3.4.3	Continue to refine and enhance internal Council policies to accord with legislation.	Temporary Governance Officer	
Comments	The Governance team continues to maintain by way of a spreadsheet the maintenance and update of council's public registers.			
 Task	L3.1.3.4.4	Participate in policy review opportunities to implement the principles of sustainability.	Senior Sustainability Officer	
Comments	A Sustainable Event Management Policy was adopted by Council in April 2014 and implementation of the policy is now being undertaken in conjunction with other departments. A Greenhouse Gas Inventory and Target Report has been prepared, and a utility costs and net present value (NPV) conducted, to inform the review of Council's Climate Change Policy and to develop a greenhouse gas (GHG) action plan for achieving Council's current GHG reduction target of 20% by 2020. The policy and action plan will be presented to Council in the near future.			
Key Achievements	A Sustainable Event Management Policy was adopted by Council in April 2014 and implementation of the policy is now being undertaken in conjunction with other departments.			
 Task	L3.1.3.4.5	Develop systems and internal procedures for regular review and update of registers.	Temporary Governance Officer	
Comments	A spreadsheet register recording Council's public registers will be kept up to date through the Governance Team's process of contacting the responsible Council officer for the management of the relevant public register(s).			
 Critical Action	L3.1.3.5	Maintain transparency and accountability in the management of tenders, contracts and purchasing of goods and services.	Manager Procurement & Contracts	
Comments	Procurement policy and guidelines are under review for resubmit to Council for adoption of an updated policy in 2014. Procurement Probity Guidelines have been drafted and circulated for comment. Over 130 staff have been trained in use of the Procurement system inclusive of policy framework, probity and establishment of standardised terms and conditions for all orders issued comprising 95% of orders issued. All other contracts and associated documentation is under review for update or amendment. All tenders now have an Evaluation Plan and Probity Policy signed off prior to tender documents being issued. The Manager Procurement and Contracts acts as probity for all tenders or determines the need for and assists with			



Category	Code	Name	Progress Status	Responsible Officer
appointment of external probity advisors from an approved panel, in accordance with the draft probity guidelines.				
 Task	L3.1.3.5.1	A tender committee is in place and follows all guidelines in assessing each tender within Council.		Manager Procurement & Contracts
Comments	A report is due to be provided to the General Manager and Directors in August 2014 summarising the results for tenders for the period January 2014 - June 2014.			
 Task	L3.1.3.5.2	All contracts are developed using consistent methodologies.		Manager Procurement & Contracts
Comments	Currently reviewing contract documents and processes.			
 Term Achievement	L3.1.4	The organisation is recognised as a leader in sustainability.		Director Strategy & Environment
Comments	Council was recognised as a leader of sustainability through the Local Government NSW 'Excellence in the Environment' Awards in 2013-2014. <i>Progressing in accordance with Delivery Program - Year 1</i>			
 Critical Action	L3.1.4.1	Sustainability is integrated into Council's business framework.		Manager Environment and Sustainability
Comments	Through the revised Corporate Sustainability Action Plan, Council's new Sustainability Data Management and Reporting System and the inclusion of sustainability principles and requirements in Council's Integrated Planning and Reporting framework, sustainability has been integrated into Council's business decision-making framework.			
 Task	L3.1.4.1.1	Review Council's Corporate Sustainability Action Plan and implement a corporate sustainability program.		Senior Sustainability Officer
Comments	Consultation on the 2014/2017 Corporate Sustainability Action Plan has been completed and the document is being finalised for implementation in 2014/2015. An internal Working Group will be formed to ensure effective implementation of the Action Plan across Council.			
 Task	L3.1.4.1.2	Deliver Environmentally Sensitive Lands training and other staff engagement programs.		Sustainability Engagement Coordinator
Comments	The Environmentally Sensitive Lands (ESL) training program has been designed for the remainder of 2014. Director approval for all training has been sought for over 108 staff for the following modules: Ku-ring-gai Ecologically Sensitive Lands overview (Module 1); Ecologically Sensitive Lands Mapping (combined Module 2 and 3); Environmental Risk Management (combined Module 4 and 5); Weed identification (Module 6); Threatened Species & Vegetation Community Identification (Module 7); Riparian and water sensitive urban design (Module 10); and Bushfire education for planners and operational staff (Module 11). Water Sensitive Urban Design (WSUD) training was conducted in February for 10 staff and Ku-ring-gai Ecologically Sensitive Lands (ESL) overview training was conducted in June for 19 staff. Council's staff sustainability network, the Ku-ring-gai Green Backs (KGB), continues to meet monthly and promote sustainability to KMC staff. Promotions were delivered via Kasey and email for staff to observe Earth Hour on 29 March and watch the Earth Hour documentary on TV. The KGB team nominated local biodiversity as the theme for its current efforts, delivering a local bushwalk for staff interested in biodiversity in May and a lunchtime talk on Ku-ring-gai's critters in June.			
 Critical Action	L3.1.4.2	Monitoring and reporting on sustainability performance informs investment and management priorities.		Manager Environment and Sustainability
Comments	The configuration and implementation of the Envizi sustainability data management and reporting system has been completed. Staff training on the system is scheduled for August 2014. The Envizi platform will automate Council's current manual data capture and analysis processes and improve the way in which Council can monitor, manage and report on its sustainability performance.			





Category	Code	Name	Progress Status	Responsible Officer
 Task	L3.1.4.2.1	Implement a sustainability data management and reporting system and develop appropriate performance indicators.		Senior Sustainability Officer
Comments	The configuration and implementation of the Envizi sustainability data management and reporting system has been completed. Staff training on the system is scheduled for August 2014. This system will significantly improve the way we measure and report on our sustainability performance.			
Key Achievements	The configuration and implementation of the Envizi sustainability data management and reporting system has been completed. This system will significantly improve the way we measure and report on our sustainability performance.			
 Term Achievement	L3.1.5	Council services and programs are provided on the basis of equity, community priorities, and best value for money within available resources.		General Manager
Comments	Council' Integrated Reporting and Planning documents (including the Long Term Financial Plan) provide elected members with the required information to allocate financial and physical resources in an equitable manner, given competing demands. From an internal perspective, Council constantly reviews it's internal systems, processes and work practices to realise efficiencies. Components of this work are formally reports to Council's Audit Committee. <i>Progressing in accordance with Delivery Program - Year 1</i>			
 Critical Action	L3.1.5.1	Ensure optimal performance of Council's records management services and electronic document management system (TRIM) to ensure the timely delivery of information in response to community requests.		Manager Records & Governance
Comments	The Records Team is delivering a quality service to the organisation in relation to records management and assisting users to understand and comply with their obligations under the State Records Act 1998 to keep and maintain good records.			
Key Achievements	The Manager Records and Governance undertook an assessment of Council's compliance against the State Records Act 1998 and the Records Management standards issued by State Records NSW. Council is in a positive position to overall compliance however further work is still required to be completed before a higher level of compliance can be achieved.			
 Task	L3.1.5.1.1	Maintain Council's record management system and provide records management services.		Senior Records Officer
Comments	<p>Records Stats – April – June 2014</p> <p>Mail Outgoing: Small letters – 69,239 Large letters – 3,664 others (parcels and International mail) - 434</p> <p>Registered Correspondence: Documents registered into TRIM (by Records team - excluding administration and scanner logins) – 16,283 Documents registered into TRIM (by Council officers) – 82,004 File containers created in TRIM - 653 TRIM help desk completed requests - 475</p> <p>Archiving: Number of day boxes created - 25 Number of archived boxes created - 36 Number of boxes and files sent to off-site storage - Due the imminent tender, archive items are being retained on-site until the offsite storage location has been confirmed. Number of requests for boxes from off-site - 161 Number of requests for files form off-site - 102 Number of requests for files stored on-site - 69</p>			




Category	Code	Name	Progress Status	Responsible Officer										
Number of items sentenced and archived - This category will be included in the next report - due to a delay in the import of the destruction lists into TRIM														
 Task	L3.1.5.1.2	Provide advice and training in the use of Council's record management system (TRIM).		Manager Records & Governance										
Comments	TRIM training sessions were conducted during the reporting period. The TRIM training sessions are held each month during the period and it is mandatory for new employees to be required to attend. An offer is also made to existing employees who require refresher training.													
 Task	L3.1.5.1.3	Audit and report on compliance with use of Council's record management system.		Manager Records & Governance										
Comments	Statistics on the usage and compliance of Council officers, regarding Council's electronic document record management system (TRIM) are reported on a monthly basis to the General Manager and Directors.													
 Critical Action	L3.1.5.2	Council's workforce and workplace match contemporary organisation requirements.		Manager Human Resources & Risk										
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 10%;">Code</th> <th style="width: 40%;">Performance Indicator</th> <th style="width: 10%;">Yearly Target</th> <th style="width: 20%;">Units</th> <th style="width: 20%;">Achieved to date</th> </tr> </thead> <tbody> <tr> <td>L3.1.5.2.A</td> <td>Staff Turnover Rate.</td> <td>10</td> <td>% (lesser is better)</td> <td>9.3</td> </tr> </tbody> </table>					Code	Performance Indicator	Yearly Target	Units	Achieved to date	L3.1.5.2.A	Staff Turnover Rate.	10	% (lesser is better)	9.3
Code	Performance Indicator	Yearly Target	Units	Achieved to date										
L3.1.5.2.A	Staff Turnover Rate.	10	% (lesser is better)	9.3										
Comments	<p>The organisational Climate Survey has been completed together with the review and implementation of Councils Equity & Diversity plan. An Expression of Interest for the design, refurbished and fit out of the premises was completed with 17 submissions received and Council's Evaluation Committee identified 9 companies for select tender. New architects have now been engaged and a new project timetable has been established. The Project Control Group and Councillors have been regularly involved in the concept design of the new Chambers and Councillors spaces and administration areas within the new building. The Development Application was approved on 24 February 2014, however around the same time the architects were terminated. Council has now engaged new architects and they are working with Council staff and Councillors to develop concept designs for tender. Council's Workforce Action Plan will be reviewed concurrently with the Workforce Resourcing Strategy.</p>													
Reason	<p>The upgrade, refurbishment and relocation of staff to the new administration building project has encountered delays due to the termination of architects in January 2014. Further delays have been incurred whilst procuring new architects, revising design documentation and refining scope of works. The development of Councils Workforce Action Plan was unable to be completed due to limited resources in the Human Resources & Risk team.</p>													
Remedial Action	<p>Following a procurement process new architects were engaged March 2014 and have been working closely with the Project Control Group and Councillors to develop concept designs. Relocation of Council staff into the new premises will only happen upon completion of refurbishment and fit out works and once the Occupation Certificate obtained. Council's Workforce Action Plan will be reviewed concurrently with the Workforce Resourcing Strategy in the 2014/2015 financial year.</p>													
 Task	L3.1.5.2.1	Council implements the upgrade and refurbishment of the new administration building.		Manager Integrated Planning, Property & Assets										
Comments	<p>An Expression of Interest for the design, refurbished and fit out of the premises was completed with 17 submissions received and Council's Evaluation Committee identified 9 companies for select tender. New architects have now been engaged and a new project timetable has been established. The Project Control Group and Councillors have been regularly involved in the concept design of the new Chambers and Councillors spaces and administration areas within the new building.</p>													
Reason	<p>The project has encountered delays due to the termination of architects in January 2014.</p>													
Remedial Action	<p>Following a procurement process new architects were engaged March 2014 and have been working closely with the Project Control Group and Councillors to develop concept design. A task to complete this work is included in Council's adopted 2014/2015 Operational Plan.</p>													






Category	Code	Name	Progress Status	Responsible Officer										
Task	L3.1.5.2.2	Council and staff are relocated into the new administration building.		Manager Integrated Planning, Property & Assets										
Comments	The Development Application was approved on 24 February 2014, however around the same time the architects were terminated. Council has now engaged new architects and they are working with Council staff and Councillors to develop concept designs for tender.													
Reason	Delays have incurred whilst procuring new architects, revising design documentation and refining scope of works.													
Remedial Action	Relocation of Council staff into the new premises will only happen upon completion of refurbishment and fitout works and once the Occupation Certificate obtained. A task to complete this work is included in Council's adopted 2014/2015 Operational Plan.													
Task	L3.1.5.2.3	Conduct an Organisational Climate Survey.		Co-ordinator Human Resources Operations										
Comments	An Employee Opinion Survey was conducted by Insync Surveys and completed by staff in April 2014, with the results being received in June 2014. Communication briefs were subsequently prepared to assist Directors and Managers in discussing the results with staff. The leadership team will undertake an action and planning workshop in the second half of 2014 in order to identify ways to address the feedback received.													
Task	L3.1.5.2.4	Develop a Workforce Action Plan.		Co-ordinator Human Resources Operations										
Comments	Council's Workforce Action Plan will be reviewed concurrently with the Workforce Resourcing Strategy.													
Reason	This action was unable to be completed due to limited resources in the Human Resources & Risk team.													
Remedial Action	The review of this plan has been scheduled for completion by June 2015. A task to complete this work is included in Council's adopted 2014/2015 Operational Plan.													
Task	L3.1.5.2.5	Review the Equity Diversity Strategy.		Co-ordinator Human Resources Operations										
Comments	An Equity and Diversity Management Plan for 2014 - 2018 has been developed and comprises a number of objectives which Council wishes to achieve to ensure it is acting under EEO principles.													
Task	L3.1.5.2.6	Implement an Equity and Diversity Strategy.		Co-ordinator Human Resources Operations										
Comments	An Equity and Diversity Plan has been developed and will be further reviewed in line with all Human Resources Policies.													
Critical Action	L3.1.5.3	Provide a safe and healthy workplace for staff, contractors and the community.		Manager Human Resources & Risk										
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Code	Performance Indicator	Yearly Target	Units	Achieved to date										
L3.1.5.3.A	Reduction in Lost Time Injuries (LTI).	5	% reduction from same period in 2012	26.6										
Comments	The Work Health & Safety (WHS) strategy review has been completed which incorporates the results of the 2013 Operations WHS Audit and ongoing WHS priorities. In addition to this, Council's WHS Management system has been developed and implemented with a number of key activities being delivered during the period. The Safestart program continues to be delivered on schedule.													
Task	L3.1.5.3.1	Review the Work Health and Safety Strategy.		Health & Safety Coordinator										
Comments	Completed incorporating the results of the May 2013 Operations WHS Audit and ongoing WHS priorities.													






Category	Code	Name	Progress Status	Responsible Officer										
 Task	L3.1.5.3.2	Implement a Work Health and Safety Management system.		Health & Safety Coordinator										
Comments	<p>Councils WHS Management system has been developed and implemented with the following key activities being delivered during the period:</p> <ul style="list-style-type: none"> * regular scheduled meetings of the WHS Committee and the Operations WHS Work Group; * safe Work Near power Lines - Refresher and Assessment was delivered; * biennial Audiometric Testing (Hearing) Program; * hazard Inspections of the Depot Stores; * hazard investigations on use of equipment; * safe Work Near Power Lines - initial Training and Blue Card Training; and * the appointment of a new Safety Officer. 													
 Task	L3.1.5.3.3	Deliver the SafeStart Safety Program.		Health & Safety Coordinator										
Comments	The Safestart Program was delivered on schedule.													
 Critical Action	L3.1.5.4	Create a culture that builds skills and supports staff in professional development opportunities.		Manager Human Resources & Risk										
	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 10%;">Code</th> <th style="width: 40%;">Performance Indicator</th> <th style="width: 10%;">Yearly Target</th> <th style="width: 15%;">Units</th> <th style="width: 25%;">Achieved to date</th> </tr> </thead> <tbody> <tr> <td>L3.1.5.4.A</td> <td>Staff participation in learning and development.</td> <td style="text-align: center;">40</td> <td style="text-align: center;">%</td> <td style="text-align: center;">74</td> </tr> </tbody> </table>				Code	Performance Indicator	Yearly Target	Units	Achieved to date	L3.1.5.4.A	Staff participation in learning and development.	40	%	74
Code	Performance Indicator	Yearly Target	Units	Achieved to date										
L3.1.5.4.A	Staff participation in learning and development.	40	%	74										
Comments	<p>Corporate training in bullying and harassment prevention was completed for all staff in June 2014. An Access and Disability Awareness training program was delivered to key staff within departments who undertake projects or services that impact on people with a disability. The first stage of the Colloquium Leadership Program for Directors and Managers began this quarter.</p> <p>Reward and Recognition activities are in place and will be reviewed concurrently with all Human Resources policies, which is due for completion by June 2015.</p>													
Reason	The review of Councils Reward & Recognition program was not able to be completed due to limited resources within the Human Resources & Risk unit.													
Remedial Action	The review of Reward and Recognition programs has been scheduled for completion over the next 12 month period.													
 Task	L3.1.5.4.1	Deliver Training Plans and programs.		Co-ordinator Human Resources Operations										
Comments	<p>Corporate training in bullying and harassment prevention was completed for all staff in June 2014.</p> <p>An Access and Disability Awareness training program was delivered to key staff within departments who undertake projects or services that impact on people with a disability.</p> <p>The first stage of the Colloquium Leadership Program for Directors and Managers began during the reporting period.</p>													
 Task	L3.1.5.4.2	Deliver staff reward and recognition program.		Co-ordinator Human Resources Operations										
Comments	Reward and Recognition activities are in place and will be reviewed concurrently with all Human Resources policies, which is due for completion by June 2015.													
Reason	This action was not able to be completed due to limited resources within the Human Resources & Risk unit.													
Remedial Action	The review of Reward and Recognition programs has been scheduled for completion over the next 12 month period. A task to complete this work is included in Council's adopted 2014/2015 Operational Plan.													
 Critical Action	L3.1.5.5	Information management systems, technologies and procedures are in place to support the organisation's strategic objectives.		Manager Information Services										

Category	Code	Name	Progress Status	Responsible Officer
	Code	Performance Indicator	Yearly Target	Units
	L3.1.5.5.A	Computer network availability.	98	% consistently maintained
Comments	<p>Information Management systems and procedures are actively monitored and maintained resulting in availability targets being met throughout this period. Support requests remained steady and service levels are being met. The annual PC replacement was completed in October with one third of Council's PCs having been refreshed. In December the design for a new storage system was finalised and the upgrade was completed in February, this upgrade to Council's network infrastructure will help support the growing system and data requirements.</p> <p>The Information Management Strategic Plan has been reviewed and overall the delivery of relevant projects is progressing well. Issues identified with some project schedules and/or budget have been addressed and adjustments were made where required.</p> <p>Council's e-Business and online service delivery solutions are being expanded through two main projects this year, the Booking System and the eProperty online service portal. In December the Wildflower Garden Bush Kids programme was opened to the public for online bookings, followed by the Art Centre school holiday programme in June. Implementation of the eProperty system was also started with Phase 1 delivering better options for online payments in June.</p> <p>The Graphical Information System (GIS) continues to be updated and expanded to provide additional functionality and information to both staff and the public through Council's website.</p> <p>Council's website is being actively maintained to ensure the content is relevant and current.</p>			
Key Achievements	<p>Wildflower Garden Bush Kids and Art Centre School Holiday programmes were opened up to the public for online bookings.</p> <p>eProperty online services portal was implemented providing additional payment options to the public.</p> <p>Enterprise Asset Management Recreational Facilities asset class went live in February as scheduled.</p>			
 Task	L3.1.5.5.1	Review and Implement Information Management Strategic plan projects and ensure appropriate funding is identified.	Manager Information Services	
Comments	<p>Task was not completed due to competing priorities, internal staff resources and project dependencies.</p> <p>Enterprise Asset Management - Following the successful implementation of the Recreational Facilities asset class in February work began in April on scoping and system preparation for the next asset class, Roads. This also included beginning the setup for the mobility related modules of the system.</p> <p>Performance Planning - Data entry and verification continued throughout this period for the Risk Management component of this system upgrade. Configuration of the Corporate Reporting component began in April following delays due to competing priorities and staff resource issues and is now on track according to the new schedule.</p> <p>Enterprise Asset Management - Projects, Workflow, Mobile Solutions and Work Scheduler and Dispatch modules - Implementation of these additional modules was dependant on the completion of the Recreational Facilities asset class, since the go-live in February work has begun on scoping and configuring the network infrastructure required to implement the mobility related modules.</p> <p>eProperty - This system went live in June with online payments only. Due to system issues discovered during user acceptance testing (UAT) the online request options for 149 and 603 certificates was not included in the initial implementation.</p>			
Reason	<p>Competing priorities and staff resource issues delayed to commencement of the Performance Planning upgrade project.</p> <p>Project dependencies delayed the commencement of several Enterprise Asset Management modules, mainly around mobility. These were known when the original schedule was created.</p> <p>System issues discovered during testing prevented the implementation of some parts of the eProperty online services. The issues related to the production and electronic delivery of 149 and 603 certificates and in the interest of maintaining a high level of data accuracy it was decided to delay the introduction of online requests for these.</p>			
Remedial Action	<p>Project schedules were reviewed and adjusted accordingly.</p> <p>Issues discovered with the eProperty system were raised with the vendor and will be addressed in an upcoming Property & Rating system update.</p>			
 Task	L3.1.5.5.2	Continual expansion of relevant integrated E-Business and online service delivery.	Manager Information Services	
Comments	<p>Task was completed and included the expansion of Council's online Booking System presence as well as the introduction of a new property related electronic services portal.</p> <p>Booking System - Work continued on the events module and June saw the Art Centre school holiday program come online for bookings.</p> <p>eProperty - This new system provides online access to property and payment related services. In June the system was brought online for payments</p>			

Category	Code	Name	Progress Status	Responsible Officer
Key Achievements		including Debtors, Food Inspections, Fire Safety and Rates. Testing is continuing on other features including requests for 149 and 603 certificates and these will be gradually introduced in the near future. eProperty online services portal implemented providing additional payment options to the public. Art Centre school holiday program events now bookable online.		
 Task	L3.1.5.5.3	Council's Geographic Information System (GIS) is maintained and updated.		Manager Land Information
Comments		<p>Geographical Information Systems All Geographical Information System (GIS) and TechOne Property & Rating (PnR) databases were updated as a result of 13 new subdivisions registered at NSW LPI which resulted in the creation of 26 new residential properties and 5 new residential units. This brings the total for the year to 141 new residential properties and 460 new residential units. The live version of Council's new Public Web Map is nearing completion and scheduled to be launched September 2014. Web Map is an easy to use online mapping service that will help people plan their activities and find services they might need. The service unlocks a comprehensive range of maps, information and search functions for the first time, allowing people to make decisions and access items of interest at a time that suits them. A number of graphical layers were added or updated on Council GIS during this period i.e. Threatened Species, Council Stormwater Drainage and 2012 Aerial Photography. Work has commenced on the creation of 3D GIS models of all the Local Centre within Ku-ring-gai. These models will prove extremely valuable for displaying future development proposals to Council and the public. Planning Certificates and property databases were updated as a result of a number of legislative changes ensuring Council's certificates were issued in accordance with the requirements of the EP& A Act. A total of 1041 Planning Certificates were issued during this period bringing the total to 4637 for the 2013/2014 financial year. This represents an overall increase of 14% on the numbers for the 2012/2013 financial year.</p>		
 Task	L3.1.5.5.4	Maintain Council's website.		Manager Corporate Communications
Comments		The Council website and mobile site was updated daily. Over 20 website contributors throughout the organisation update content for their teams, which is checked by communications before publishing		
 Task	L3.1.5.5.5	Monitor and report on use of web site.		Manager Corporate Communications
Comments		<p>Page views: 558,577 Unique page views: 435,455 Meanwhile top ten page were: Home - page views:50,716 and unique views:41,220 My Library - page views:16,552 and unique views:13,882 Libraries - page views: 15,178 and unique views:12,380 Sportsground closure - page views:13,340 and unique views:9,954 Opening hours Library - page views:11,735 and unique views:10,655 DA tracking - page views:10,448 and unique views:8,762 Waste recycling - page views:9,919 and unique views:8,252 Waste recycling houses - page views:8,819 and unique views:7,099 Contact us - page views:8,527 and unique views:7,593 Find out what's near you - page views:7,921 and unique views:2,900</p>		
 Critical Action	L3.1.5.6	Council's services have been reviewed against community needs, objectives and strategic directions.		Manager Integrated Planning, Property & Assets
Comments		A review of the organisation's structure was completed and adopted by Council in 2013, which allowed structural savings to be incorporated in the 2013/14 budget. Community service levels for infrastructure assets have been established and funding towards priority assets has been allocated in		

Category	Code	Name	Progress Status	Responsible Officer
		<p>the 2013/2014 budget. The progression of organisational service reviews has been delayed due to available resources being re-directed to other priorities, including the transfer of monitoring and reporting protocols for the Community Strategic Plan, Delivery Program and Operational Plan to Council's corporate Performance Planning system. Additional work to align Council services with contemporary community expectations is ongoing and requires organisational collaboration and resourcing. Preliminary scoping has commenced for this task which has been dependent on establishing defined service levels against current community expectations. Council staff have recently completed a community satisfaction survey with residents and the results of the survey will establish the initial service review priorities. Council endorsed the deferral of this task to the 2014 /2015 Operational Plan, as part of the December Bi-annual review of the 2013/2017 Delivery Program and 2013/2014 Operational Plan, at its Ordinary Meeting of 18 March 2014.</p>		
Reason		<p>Work undertaken has included research of local government practice and preliminary project scoping for resource requirements and staging. Further progression of this task has not been achieved during the last six months due to available resources being directed to other integrated planning and reporting work priorities. This included completing the design configuration of the new corporate Performance Planning system, exhibition and reporting on Council's Revised Delivery Program and next Operational Plan 2014/2015 and commissioning of a community satisfaction survey for Council services and activities.</p>		
Remedial Action		<p>The specification of Council services, including defined service levels against contemporary community expectations, is an important task requiring completion over future years. As a result, this task was included in Council's exhibited Operational Plan for 2014/2015, and subsequently adopted by Council on 24 June 2014.</p>		
 Task	L3.1.5.6.1	<p>Undertake a program of specification of Council's services, including defined service levels, against contemporary community expectations.</p>	Integrated Planning	Coordinator
Comments		<p>Work completed so far includes research of local government practice and preliminary project scoping for resource requirements and staging. Further progression of this task has not been achieved during the last six months due to available resources being directed to other integrated planning and reporting work priorities. This included completing the design configuration of the new corporate Performance Planning system, exhibition and reporting on Council's Revised Delivery Program and next Operational Plan 2014/2015 and commissioning of a community satisfaction survey for Council services and activities. The specification of Council services, including defined service levels against contemporary community expectations, is an important task requiring completion over future years. Accordingly the task was included in Council's exhibited Operational Plan for 2014/2015, and subsequently adopted by Council on 24 June 2014.</p>		
Reason		<p>Further progression of this task has been delayed due to available resources being directed to other integrated planning and reporting work priorities. This included completing the design configuration of the new corporate Performance Planning system, exhibition and reporting on Council's Revised Delivery Program and next Operational Plan 2014/2015 and commissioning of a community satisfaction survey for Council services and activities.</p>		
Remedial Action		<p>The specification of Council services, including defined service levels against contemporary community expectations, is an important task requiring completion over future years. Accordingly the task was included in Council's exhibited Operational Plan for 2014/2015, and subsequently adopted by Council on 24 June 2014.</p>		
 Task	L3.1.5.6.2	<p>Commence a whole of organisation service review.</p>	Integrated Planning	Coordinator
Comments		<p>Preliminary scoping has commenced for this task however progress has been dependent on the further advancement and outcomes of Task L3.1.5.6.1 (Undertake a program of specification of Council's services, including defined service levels, against contemporary community expectations). Council endorsed the deferral of this Task L3.1.5.6.2 to the 2014/2015 Operational Plan, as part of the December bi-annual review of the 2013/2017 Delivery Program and 2013/2014 Operational Plan, at its Ordinary Meeting of 18 March 2014.</p>		
Reason		<p>Required actions for this task are dependent on the significant progression and outcomes of Task L3.1.5.6.1 (Undertake a program of specification of Council's services, including defined service levels, against contemporary community expectations), which has been delayed due to available resources being directed to other work priorities.</p>		
Remedial Action		<p>At its Ordinary Meeting of 18 March 2014 Council endorsed the deferral of this Task L3.1.5.6.2 to the 2014/2015 Operational Plan, as part of the December bi-annual review of the 2013/2017 Delivery Program and 2013/2014 Operational Plan.</p>		
 Task	L3.1.5.6.3	<p>Undertake a whole of organisation structural review and report on efficiency savings.</p>	Co-ordinator	Human Resources Operations

Category	Code	Name	Progress Status	Responsible Officer														
Comments	Organisation structure reviewed and adopted by Council in 2013. Structural savings identified and implemented in the 2013/14 budget,																	
 Critical Action	L3.1.5.7	Council provides quality customer service.		Manager Corporate Communications														
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Code	Performance Indicator	Yearly Target	Units	Achieved to date														
L3.1.5.7.A	Customer service enquiries responded to within agreed service delivery standard.	85	%	85														
L3.1.5.7.B	Customer requests actioned within agreed service delivery standard.	85	%	100														
Comments	During the reporting period, there have been a number of improvements in the customer service unit that include the introduction of new work practices resulting in improved response times and information gathering and new online services for the community. Currently 85% of all customer service enquires are responded to within the agreed service delivery standards.																	
 Task	L3.1.5.7.1	Implement Customer Service Standards.		Manager Corporate Communications														
Comments	Customer Service standards are implemented, work this year has included: * New performance reviews which allow for even distribution of work and recognition of staff achievements; * Created additional chat licences which allows even distribution of work; * Provided all staff with access to the customer service inbox which allows even distribution of work; * Provided access to all staff to see how long a customer has been in queue for; * Increased the amount of time that customers stay in our queue for, which has significantly reduced the amount of emails from external provider; and * Cross training of staff from Call centre to counter and vice versa.																	
 Term Achievement	L4.1.1	Community engagement utilises effective and varied communication channels to reach all sections of the community.		Director Community														
Comments	Council has developed specific engagement strategies for a number of projects including the special rate variation for infrastructure assets, the Activate Lindfield program and the St Johns Avenue program. Varied communication methods have been used throughout the reporting period in reaching specific target groups within the community. Progressing in accordance with Delivery Program - Year 1																	
 Critical Action	L4.1.1.1	Implement a program of innovative and effective engagement to provide a better understanding of Council services, programs and facilities to the community.		Manager Corporate Communications														
	<table border="1"> <thead> <tr> <th>Code</th> <th>Performance Indicator</th> <th>Yearly Target</th> <th>Units</th> <th>Achieved to date</th> </tr> </thead> <tbody> <tr> <td>L4.1.1.1.A</td> <td>Community engagement activities facilitated by Council.</td> <td>100</td> <td>% completion of agreed annual program</td> <td>100</td> </tr> </tbody> </table>	Code	Performance Indicator	Yearly Target	Units	Achieved to date	L4.1.1.1.A	Community engagement activities facilitated by Council.	100	% completion of agreed annual program	100							
Code	Performance Indicator	Yearly Target	Units	Achieved to date														
L4.1.1.1.A	Community engagement activities facilitated by Council.	100	% completion of agreed annual program	100														
Comments	Specific engagement strategies were developed during the reporting period for projects including special rate variation for infrastructure assets, the activate Lindfield program and the St Johns Avenue program. Varied communication methods have been used throughout the reporting period in reaching specific target group within the community.																	
 Task	L4.1.1.1.1	Develop an organisational community engagement program consistent with the Community Engagement Strategy.		Economic & Social Development Coordinator														

Category	Code	Name	Progress Status	Responsible Officer										
Comments		An engagement strategy was developed for a series of projects including: * special rate variation for Infrastructure Assets; * activate Lindfield program; * St Johns Avenue program; * Gordon Golf Course masterplanning; and * activate Turramurra program.												
 Term Achievement	L4.1.2	Contribute to enhancing and protecting Council's reputation and public image.		Director Community										
Comments		Communications staff actively monitor and manage media and public comment to ensure timely and accurate responses to topics affecting Council. All corporate communications printed via Council's print room are reviewed and brought up to visual design standards before printing. All website pages are reviewed by communications to ensure compliance with standards prior to publishing. Progressing in accordance with Delivery Program - Year 1												
 Critical Action	L4.1.2.1	Proactively monitor media and public comment and develop and coordinate the Council's actions in response.		Manager Corporate Communications										
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Code	Performance Indicator	Yearly Target	Units	Achieved to date										
L4.1.2.1.A	Increase in community access of information about local activities and services.	5	% increase in access	5										
Comments		Council actively monitors and manages media and public comment to ensure timely and accurate responses to topics affecting Ku-ring-gai. All corporate communications printed via Council's print room are reviewed and brought up to visual design standards before printing. All website pages are reviewed by communications to ensure compliance with standards prior to publishing.												
 Task	L4.1.2.1.1	Monitor media and public comment and coordinate Council's response.		Manager Corporate Communications										
Comments		Curing the reporting period, the below activities with undertaken; * regular monitoring of local media and communications channels including press, online, social media and email. A new service was purchased that now includes monitoring of social media; * timely response to local media via range of communication channels including statements, letters to editor, Mayoral Message; * attendance at Council meetings to respond to media enquiries; and * recently increased advertising in local papers including a reintroduced Mayoral column.												
 Task	L4.1.2.1.2	Proactively publicise and manage Council's achievements, programs, policies and projects.		Manager Corporate Communications										
Comments		Communications proactively monitors and manages the media. Media releases are prepared on all new initiatives and achievements.												
 Task	L4.1.2.1.3	Monitor and apply corporate communications and visual design standards to Council's communication materials, products and website.		Manager Corporate Communications										
Comments		All corporate communications printed via Council's print room are reviewed and brought up to visual design standards before printing. All website pages are reviewed by communications to ensure compliance with standards prior to publishing.												

