

The background features a series of overlapping, curved shapes in shades of blue, green, and grey. A dark grey band with intricate white patterns, including zig-zags, circles, and concentric arcs, curves across the middle of the page. The top of the page is a solid black horizontal bar.

REVISED
DELIVERY PROGRAM 2013-2017 &
OPERATIONAL PLAN 2015-2016

DECEMBER 2015


Theme: Community, People and Culture

Issue: Community Wellbeing.


Long Term Objective: An equitable and inclusive community that cares and provides for its members.

Term Achievement: Council's policies, programs and advocacy address the social and health needs of all age groups, reduce disadvantage and address gaps in service provision.


Critical Action

Code	Description	Progress	Comments
C1.1.1.1	Effective responses are made to changing needs of the community. <i>Responsible Officer: Director Community</i>	 50%	Council's dissemination of important demographic and economic employment data and analysis to the organisation, the community and government organisations continues to inform current and future strategic planning for Ku-ring-gai and the northern Sydney region.




Operational Plan Tasks




Code	Description	Progress	Comments
C1.1.1.1.1	Provide contemporary demographic profile data and analysis to the community and organisation to assist in developing effective responses to the changing needs of the community. <i>Responsible Officer: Director Community</i>	 50%	The Ku-ring-gai Demographic Profile and Community Atlas was updated during the reporting period. Demographic and economic employment data is readily accessible to the organisation and external organisations via Council's website and continues to assist in conducting research for community service and business feasibility studies, population forecasting and demographic trends.

Critical Action




Code	Description	Progress	Comments
C1.1.1.2	Review, evaluate and implement strategies, plans, policies, programs and services. <i>Responsible Officer: Director Community</i>	 47%	During this period Council provided a range of services, programs and events in response to identified community needs. The range of services provided included children, youth, aged, arts/cultural, library, multicultural services. All services experienced high utilisation levels and favourable participant satisfaction ratings.

Operational Plan Tasks


Code	Description	Progress	Comments
C1.1.1.2.1	<p>Implement priority recommendations and programs from Council's Ageing Strategy.</p> <p>Responsible Officer: <i>Manager Community Development</i></p>	 50%	<p>Council's Seniors in Action program has continued to promote social inclusion by offering seniors living in Ku-ring-gai the opportunity to attend a variety of seminars and excursions each fortnight during July to December. Seniors are encouraged to maintain their health and fitness by joining falls prevention and strengthening exercise classes in Lindfield, Gordon and North Turramurra. These classes target the specific areas that need to be worked on such as stability, flexibility and mobility. It is a testament to their popularity that the classes started with just one in Gordon and are now near capacity at 3 locations. Council continued to support organisations in Ku-ring-gai that provide services which enable seniors to remain living safely in their own homes. Council's Community Development Officer for Seniors contribute to local Aged Services networks and to local Community Home Support Program organisations' Boards of Management.</p>
C1.1.1.2.2	<p>Implement priority recommendations and programs from Council's Youth Strategy.</p> <p>Responsible Officer: <i>Manager Community Development</i></p>	 50%	<p>During the reporting period the following programs and services were delivered:</p> <ul style="list-style-type: none"> * 1,506 attendees at Youth Services programs including the operation of the Gordon Youth Resource Centre (AWOL) and St Ives Youth Centre. * Parent Forum on 'Online Gaming and the Internet' held in Council Chambers on Tuesday 20 October. * Hornsby Ku-ring-gai Youth Network held on 4 occasions. * Two open air cinema events held at St Ives Showground and Skate Competition held at St Ives Skate Park. * Allan Small Rebound Wall artwork and Ku-ring-gai Refugee Welcome Pack banner completed in partnership with Pymble Ladies College. * Youth Services contributed towards the development of the Family and Community Services Northern Sydney Youth Strategy. * Youth Services coordinated a stall at the 'Connect Expo' for primary and high schools across northern Sydney.
C1.1.1.2.3	<p>Implement priority recommendations from Childrens Services Needs Plan.</p> <p>Responsible Officer: <i>Manager Community Development</i></p>	 20%	<p>Consultants are currently being engaged to update the 2010 Ku-ring-gai Children's Services Needs Plan. The updated Plan is anticipated to be completed by May 2016.</p> <p>Reason</p> <p>Vacancies in key children services positions required a focus in service delivery areas. Positions have now been filled.</p> <p>Remedial Action</p> <p>Consultants to be engaged to complete study and update the 2010 Ku-ring-gai Children's Services Needs Plan.</p>

C1.1.1.2.4	<p>Deliver quality children services to meet the needs of local families, including immunisation, vacation care, long day care and family day care.</p> <p>Responsible Officer: <i>Manager Community Development</i></p>	 50%	<p>During the reporting period Council's Thomas Carlyle Childcare Centre, Family Day Care and Vacation Care operated at over 96% occupancy. Demand for immunisation increased by approximately 25% during the period.</p>
C1.1.1.2.5	<p>Library programs are developed and delivered for all age groups, including accessing technology-enabled information and supporting literacy.</p> <p>Responsible Officer: <i>Manager Library & Cultural Services</i></p>	 50%	<p>A diverse suite of programs was delivered for a range of customers during the period. This included:</p> <ul style="list-style-type: none"> * Early literacy programs for preschool children with over 600 attendees in each quarter. * Special storytime events to celebrate key festive events saw over 70 children eagerly participate in the fun. * The Summer Reading Club for young readers started strongly with over 100 registrations in its first fortnight when the program launched in December. * Several HSC lock-ins were held at Gordon Library in early October with nearly 300 Year 12 students who took the opportunity to have a quiet space to study with ready access to professional staff * 13 displays were facilitated across several of the branch libraries, covering a wide range of subjects and interests including World War I commemorations and Library birthday celebrations. * Author talks and guest speakers attracted over 350 audience members. Talks included topics compulsive hoarding, cracking cryptic crossword puzzles as well as discussion of new title releases. * In late November the Library celebrated its 70th year of service provision. A number of storytime sessions and morning teas were very well attended.
C1.1.1.2.6	<p>Implement priority recommendations from State Library review within available resources.</p> <p>Responsible Officer: <i>Director Community</i></p>	 50%	<p>Recommendations of the State Library review of Ku-ring-gai Library continued to be actioned. The on-going review of floor space allocation to collections and people spaces has resulted in more welcoming and attractive spaces at Gordon and Lindfield libraries. User independence in the library was promoted and enabled by new and user training sessions. "Retail merchandising principles" were employed to promote books, including face-out and themed displays throughout the branches. Wherever possible, bottom shelves are removed or raised to improve access and visibility for all users.</p> <p>A co-ordinated program of activities for children and young adults was strengthened.</p> <p>Book club kits continued to be refreshed and new groups have joined the program.</p> <p>New analysis software has allowed collection usage to be examined on a more regular basis and the collection refreshed in a more systematic way.</p>





<p>C1.1.1.2.7</p>	<p>Proactively collaborate with other organisations to facilitate and host educational, cultural and information programs.</p> <p>Responsible Officer: <i>Manager Library & Cultural Services</i></p>	<p> 50%</p>	<p>Over the past six months, successful library events have included an author talk in the Ku-ring-gai Town Hall with Richard Glover (popular drive time presenter on 702 ABC Local radio), a talk by Jane Caro, popular regular Tony Park, and former SAS soldier, Jamie Zimmerman.</p> <p>Gordon Library hosted a team member from Council's Sustainability Team who was providing weekly advice to local residents, answering queries about local environmental issues and what Council offers its residents.</p> <p>Ku-ring-gai Library turned 70 in November 2015 and all branches celebrated with retrospective displays, decorations and a library wide colouring competition.</p> <p>Ku-ring-gai Library continued to deliver support and information to our HSC and other students from local schools, with successful HSC Lock-ins and information sessions held over the 3 weeks prior to the exams.</p> <p>All these events have been recognised by other NSW libraries through articles published in the Public Library News produced by the State Library of New South Wales.</p>
<p>C1.1.1.2.8</p>	<p>Develop and deliver Art Centre programs including classes, workshops and exhibitions, and specialist programs.</p> <p>Responsible Officer: <i>Manager Library & Cultural Services</i></p>	<p> 50%</p>	<p>The period between 1 July and 31 December 2015 was very successful for the Art Centre with strong student enrolments.</p> <p>A notable improvement from the 1st half of 2015 was the number of student enrolments in weekend workshops. Numbers were 3 times higher in this period. The most popular weekend classes were Malcolm Carver's The Art of Seeing-Pen and Wash, and Susie Murphie's Watercolour Intensive Animals and Flowers workshops. Both were watercolour classes - showing a trend in mediums and tutor popularity.</p> <p>The Art Centre was involved in the judging of a number of art competitions including the Lindfield Chamber of Commerce Father's Day Art Prize, an example of the Centre's support for the arts community and two strong exhibitions to close 2015 the Power of Painting, a show by external artists Ingeborg Zotz and Rita Beale. The opening night brought new visitors to the Centre and led to bookings in 2016 classes.</p>
<p>C1.1.1.2.9</p>	<p>Implement recommendations of Art Centre review within available resources.</p> <p>Responsible Officer: <i>Manager Library & Cultural Services</i></p>	<p> 50%</p>	<p>The Art Centre review was finalised with staff playing a significant part in contributing both information and ideas to the final document, based on their understanding of the day-to-day running of the Centre and what is required to implement new ideas.</p> <p>Changes to the exhibition schedule for 2016 were completed with a positive response so far to the changes and their implementation aims to show development within the arts and culture in Ku-ring-gai and help to reach a wider audience.</p>

Critical Action


Code	Description	Progress	Comments
C1.1.1.3	<p>Develop partnerships with the community and key stakeholders to deliver community programs.</p> <p>Responsible Officer: Director Community</p>	 <p>50%</p>	<p>Planning for Youth Week in April 2016 commenced. Council will be partnering with 5 other northern Sydney Councils to coordinate Shorefest 2016. There are also plans to deliver a youth well-being event at the St Ives Showground and Discobility (dance event for young people with special needs and their families) in partnership with disability services and local community organisations.</p> <p>Seniors Week will be the first week of April 2016, however the regular month long Seniors Festival program will still be presented during March 2016, along with some activities in the official week. Council's Youth Services has applied for grant funding for T.E.A.C.H. (Teaching Elderly Adults Computer Help), a program which will offer seniors the opportunity of receiving one on one computer help from the young people at the Gordon Youth Resource Centre (AWOL).</p>

Operational Plan Tasks


Code	Description	Progress	Comments
C1.1.1.3.1	<p>Implement Youth Week program in cooperation with local community groups.</p> <p>Responsible Officer: Manager Community Development</p>	 <p>50%</p>	<p>Planning for Youth Week 2016 commenced and is scheduled to be held from Friday 8 April 2016 till Sunday 17 April 2016. Council will be partnering with 5 other northern Sydney Council's to coordinate Shorefest 2016. There are also plans to deliver a youth well-being event at the St Ives Showground and Discobility (dance event for young people with special needs and their families) in partnership with disability services and local community organisations.</p>
C1.1.1.3.2	<p>Implement Seniors Festival of events in cooperation with local community groups.</p> <p>Responsible Officer: Manager Community Development</p>	 <p>50%</p>	<p>The official dates for the 2016 NSW Seniors Week have been moved from the usual third week of March to the first week of April - which is also Youth Week. Council is still planning to run our regular month long Seniors Festival during March 2016 as well as providing some activities into the official week. Council is waiting for a response regarding a grant application to run a joint event with Council's Youth Centre called T.E.A.C.H. (Teaching Elderly Adults Computer Help) which will offer seniors the opportunity of receiving one on one computer help from young people at the Gordon Youth Resource Centre (AWOL). The activity will also provide the young people with a volunteer opportunity which can be used for their Duke of Edinburgh community services. Community organisations have been approached to run events during March to celebrate our wonderful local seniors. We are hoping that many will join Council in running events that focus on Seniors.</p>



Critical Action


Code	Description	Progress	Comments
C1.1.1.4	Identify funding gaps for program delivery and resource requirements. <i>Responsible Officer: Director Community</i>	 80%	The Ku-ring-gai Community Grants program assessment and allocation process assisted in identifying and resourcing funding gaps.

Operational Plan Tasks


Code	Description	Progress	Comments
C1.1.1.4.1	Resource and support local initiatives and volunteer organisations through the Ku-ring-gai Community Grants program. <i>Responsible Officer: Director Community</i>	 80%	The Ku-ring-gai Community Grants program allocation process was completed and report approved by Council in November 2015. This was the first year that Council introduced a electronic application process and all forms were submitted online. In total Council allocated \$97,896 to 47 community organisations and arts cultural groups.


Term Achievement: Access has increased for communities that face barriers to using social services and facilities.

Critical Action

Code	Description	Progress	Comments
C1.1.2.1	Develop and implement programs that respond to community needs and address a range of accessibility issues and alleviate social isolation. <i>Responsible Officer: Director Community</i>	 50%	Innovative programs continued to be developed and implemented tailored to identified community needs, including accessibility issues and the social isolation.


Operational Plan Tasks

Code	Description	Progress	Comments
C1.1.2.1.1	Implement priority recommendations from Access and Disability Inclusion Plan. <i>Responsible Officer: Manager Community Development</i>	 50%	During the period the below activities were conducted: <ul style="list-style-type: none"> * Delivered KFAC Ability Program to 20 young people aged between 9 – 15 years old with a disability. The program helped the young people build confidence and skills to access mainstream gym and swim facilities at the accessible Ku-ring-gai Aquatic and Fitness Centre * Delivered ‘Creating Calm within Chaos’ event. Nearly 100 community members attended to find out more about anxiety, depression and managing work life balance. * Provided 25 staff members with Mental Health and dementia support training * Coordinated internal awareness campaign for RU OK? Day, an event that supports suicide prevention * Produced Access and Disability Inclusion Plan public information brochure * Developed Accessible Events factsheet for inclusion in the Events Risk Management Guide * Provided 150 local businesses with a newly updated Missed Business Guide. The guide provides information that supports businesses to be accessible and meet the needs of access clients. It will be officially launched later in 2016. * Attended Liveable Communities Forum, Disability Inclusion Conference and Racism stops with me, World Café.

C1.1.2.1.2	<p>Deliver Home Library Service and Library bus service.</p> <p>Responsible Officer: <i>Manager Library & Cultural Services</i></p>	 50%	<p>During the period the Home Library services and Library bus continued to run at near capacity with a highly satisfied and happy clientele (source: 2016 Library satisfaction survey results).</p> <p>The Home Library service celebrated 35 years of operation, which coincided with the Library's 70th anniversary celebrations. Four elderly Home Library patrons, including 100 year old Mr Robertson, were able to attend some of the combined celebrations at Lindfield Library. Staff devised "Reminiscence kits " for the majority of patrons who could not participate at the main celebrations. Patrons of the Library bus also attended the anniversary celebrations at various branches.</p> <p>Staff attended the NSW HLS (Home Library Service) Working Group meeting held at Hornsby Library. Useful exchange of ideas for service diversification and stronger working ties were forged in the meeting.</p>
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Term Achievement: Our community facilities are accessible and function as cultural hubs to attract a range of users.

Critical Action

Code	Description	Progress	Comments
C1.1.3.1	<p>Continue to enhance our community facilities.</p> <p>Responsible Officer: <i>Director Community</i></p>	 70%	<p>During the reporting period Council continued to enhance its community facilities. Progress was made on a new local multipurpose cultural facility at the Wildflower Garden and programs and facilities at the Ku-ring-gai Fitness and Aquatic Centre (KFAC) continued to be improved.</p>


Key Achievements

Strong growth in KFAC memberships continued with learn to swim enrolments reaching 1,745 at the end of the period.



Pryme membership has continued to be one of the most popular memberships and continues to grow month to month with 400 members.

Total membership numbers by close of December/calendar year to date: 1,910 members, 196 family members, 226 aquatic memberships, 1,745 learn to swim enrolments, 65 squad and 10,509 recreation swimmers.


Operational Plan Tasks

Code	Description	Progress	Comments
C1.1.3.1.1	<p>Improve way finding signage (internal and external to Bicentennial Park).</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	 70%	<p>Additional way finding and internal signage for the Ku-ring-gai Fitness and Aquatic Centre (KFAC) has been manufactured and installed by a contractor in the last quarter of 2015. The Development Application for the main marker sign is in the final stages of being processed with installation to occur in the first quarter of 2016.</p>




<p>C1.1.3.1.2</p>	<p>Work in partnership with YMCA to ensure facilities meets consumer demands.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	<p> 60%</p>	<p>Council and the YMCA continue to improve the facility to meet demands. Minor improvements to the facility has included sun blinds for the gymnasium (eastern wall), removable fencing for the outdoor learn to swim pool, additional wayfinding signage for the centre, signage for the Ku-ring-gai Amateur Swim Club and a new promotional board for personal trainers in the health club.</p> <p>Council will work with the YMCA to provide activities for Seniors Week such as a morning tea and free access to classes for the week.</p> <p>Planning for the Australia Day event continued along with the Australia Day Festival at Golden Grove Park.</p> <p>During December, Council and the YMCA have worked closely with Ichor Constructions to rectify all items on the defects register.</p> <p>Due to demand with learn to swim enrolments (reaching 1,775 for November) classes and staffing have been increased and the outdoor learn to swim, indoor program and indoor 25m are all being used to facilitate classes.</p> <p>Teen Gym is another class that is attracting young members to the health club. The YMCA recognised that this demographic needed a group training program to suit them and has been consistent with numbers.</p>
<p>C1.1.3.1.3</p>	<p>Co-ordinate programming with YMCA to ensure a range of services and programs are provided for identified target groups.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	<p> 80%</p>	<p>Council and the YMCA revisit the programming schedule on a regular basis to ensure a range of services are meeting the broader community and targeting particular groups.</p> <p>Some Highlights include Pryme membership, which, has continued to be one of the most popular memberships and continues to grow month to month.</p> <p>Swimming lessons have received a strong uptake since opening in October 2014 and make up approximately 23% of the core business. The YMCA aligned with the Royal Life Saving Society to promote and conduct the Adult Learning to Swim Initiative in which 135 adults took part.</p> <p>October achieved 29,320 attendances (946 per day). 2nd highest attendance since opening after February 2015.</p> <p>November achieved 27,120 attendances (904 per day).</p> <p>December achieved 31,967 attendances (1031 per day) the highest attendance since opening.</p>

Critical Action

Code	Description	Progress	Comments
C1.1.3.2	<p>Investigate opportunities for a local multipurpose cultural facility.</p> <p>Responsible Officer: Director Community</p>	 40%	<p>A final concept design, including cost estimates and a preliminary operating forecast, has been developed for the proposed multi purpose cultural and educational centre at the Ku-ring-gai Wildflower Garden. Project staff are currently working with the design consultant to finalise the concept design and to bring it in line with the available budget.</p> <p>Reason</p> <p>Final concept designs are being developed with the design consultants.</p> <p>Remedial Action</p> <p>The project has progressed with a preferred concept design that is a flexible, multi-purpose space.</p>

Operational Plan Tasks


Code	Description	Progress	Comments
C1.1.3.2.1	<p>Design and obtain the necessary approvals for a multipurpose cultural and educational centre at the Wildflower Garden.</p> <p>Responsible Officer: Manager Environment & Sustainability</p>	 40%	<p>A final concept design with cost estimates and a preliminary operating forecast has been developed for the proposed multi purpose cultural and educational centre at the Ku-ring-gai Wildflower Garden. However, cost estimates for the preferred concept design exceed the budget available. Hence there is a requirement for project staff to work with the design consultant to modify the proposed concept design and to bring it in line with the available budget, for the project to proceed.</p> <p>Reason</p> <p>Progress on this project was delayed as consideration was given to the relocation of the Aboriginal Heritage Office to the Wildflower Garden, which in turn would affect the scope of the project.</p> <p>Remedial Action</p> <p>The project has progressed with a preferred concept design that is a flexible, multi-purpose space that has the capacity to accommodate the Aboriginal Heritage Office in the future, if required.</p>

Issue: Cultural Diversity and Creativity.



Long Term Objective: A harmonious community that respects, appreciates, celebrates and learns from each other and values our evolving cultural identity.

Term Achievement: Ku-ring-gai's rich cultural diversity and creativity is celebrated through programs and events.


Critical Action

Code	Description	Progress	Comments
C2.1.1.1	<p>Opportunities are identified, provided and promoted for the community to share cultural experiences.</p> <p><i>Responsible Officer: Director Community</i></p>	 50%	<p>Council continued to identify and promote opportunities for the community to share cultural experiences through our highly successful and well patronised library programs and community events.</p>


Operational Plan Tasks

Code	Description	Progress	Comments
C2.1.1.1.1	<p>Promote and support a range of cultural and nationally significant events through Council.</p> <p><i>Responsible Officer: Director Community</i></p>	 50%	<p>Planning is currently underway for International Women's Day, Harmony Day and Refugee Week in 2016.</p>
C2.1.1.1.2	<p>Provide free access to a range of information and lending services including Local Studies and electronic resources (books, film, magazines and music).</p> <p><i>Responsible Officer: Manager Library & Cultural Services</i></p>	 50%	<p>Ku-ring-gai residents are constantly borrowing up-to-date library materials with an emphasis on the ever-increasing collection of e-books, e-music, e-magazines and e-movies. Staff are all becoming familiar with the range of smart phones, tablets, ipads and laptop applications needed to access these popular items. Our borrowers are very satisfied with the range of material available for loan and the recent customer satisfaction survey continues to support this.</p> <p>The Local Studies collection is now housed entirely in the Gordon Branch and house searches are one of our most popular requests. Borrowers can research the history of their house and find previous occupants, the original architect and builder information as well as maps and plans of the local area. Many of the digitised photographs are now available on the library catalogue and these are very popular with school projects and researchers alike.</p>



Critical Action

Code	Description	Progress	Comments
C2.1.1.2	<p>A program of cultural events is developed to celebrate our diversity.</p> <p>Responsible Officer: Director Community</p>	 <p>70%</p>	<p>Council has a diverse program of events catering for a range of people with the community. Council also administers a sponsorship program distributing \$60,000 per year to range of events that support the arts, sports and festivals including support for the special olympics. A program of activities at the St Ives Precinct is now also supporting this objective.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
C2.1.1.2.1	<p>Continue to develop and deliver a series of signature events at the St Ives Showground and Wildflower Garden.</p> <p>Responsible Officer: Manager Community & Recreation Services</p>	 <p>80%</p>	<p>During the reporting period Council presented the following major events:</p> <ul style="list-style-type: none"> * Back To The 50's - an event celebrating all things from the 1950's era. * The Wildflower Garden Festival - the annual event featuring the Wildflower Garden in Spring and the Australian Plant Society. * The St Ives Medieval Faire 2015. * The Northside Polo Spectacular. <p>The events have been responsible for 16,000 people visiting the St Ives Precinct in the period. All of these events (despite the weather) were very well received by the local community. The St Ives Medieval Faire was in its second year and is one of the premium medieval events in Australia with attendance from around Australia and wide media coverage, including local papers (Manly Daily, North Shore Times and Hornsby Advocate), TV (The Today Show), Studio 10 , Radio (2GB, 2WS, Today FM) and International Coverage. The solid lance joust was the largest ever staged in Australia.</p> <p>The Showground is again a premium destination with increasing interest from the events industry for bookings. Planning for 2016 has confirmed a range of community, running and other major events. Most of the events in 2016 are third party promoters. Attendance is projected to be 34,000 people.</p>




C2.1.1.2.2	<p>Promote cultural events to the whole community via Council's communication methods e.g. social media and website.</p> <p>Responsible Officer: <i>Manager Corporate Communications</i></p>	 50%	<p>During the period until 31 December 2015, Council successfully promoted events website information, media releases and the what's on event's calendar with the below website statistics:</p> <p>Total page views: 1,161,730 Sessions: 385,961 Users: 212,130</p> <p>Council promotion through social media channels as of 31 December 2015 grew to the following:</p> <p>Ku-ring-gai Council Facebook: 6399 Mayor Facebook: 166 Loving Living Facebook: 2251 Library Facebook:373 Youth facebook:369 Wildflower Garden Facebook: 542 Ku-ring-gai Council Twitter: 1052 Loving Living Twitter: 785 Ku-ring-gai Council Instagram: 639 Ku-ring-gai Council LinkedIn: 516</p>
C2.1.1.2.3	<p>Promote opportunities for cultural groups to stage events consistent with Council's Sponsorship policy.</p> <p>Responsible Officer: <i>Director Community</i></p>	 80%	<p>Council will continue to promote opportunities for cultural groups to stage events however the sponsorship budget is now expended for the financial year.</p>

Issue: Community Participation.


Long Term Objective: A community where opportunities are provided for all voices to be heard and where community stewardship, participation and engagement is supported and promoted.


Term Achievement: Our community is engaged in shaping the identity of their local areas and feel secure and socially connected.

Critical Action


Code	Description	Progress	Comments
C3.1.1.1	<p>Enhance opportunities for social interaction to foster participation and encourage a sense of pride in the community.</p> <p><i>Responsible Officer: Director Community</i></p>	 <p>50%</p>	<p>Council continued to roll out a comprehensive and highly regarded event calendar with community programs focussing on increasing social interaction and participation. Highlights included the successful environmental education programs, art centre exhibitions, concerts, Wildflower Garden and Visitor Centre programs, the Medieval Faire and Mayor's Christmas volunteers function.</p> <p>Citizenship ceremonies were held in October, November and December 2015, and a Twilight concert was held in October with increased participation numbers. The</p> <p>Wahroonga Food and Wine Festival, which is supported by Council, was also held in October.</p>

Operational Plan Tasks


Code	Description	Progress	Comments
C3.1.1.1.1	<p>Deliver programs for residents, including civic awards program, Citizenship ceremonies, Welcome Basket Morning Tea, Australia Day, Festival on the Green, Music in the Park.</p> <p><i>Responsible Officer: Manager Corporate Communications</i></p>	 <p>50%</p>	<p>During the second half of 2015, Council delivered the following events:</p> <p>Twilight Concert - Sounds of the Sixties (17 October, 2015)</p> <p>The concert was a great success with over 4,000 community members attending the event to watch The Beatnix and The Diamonds perform classic songs from the Sixties era.</p> <p>Remembrance Day (11 November, 2015)</p> <p>To commemorate the men and women of Ku-ring-gai who enlisted in World War One, Council planted a field of 1,300 crosses at Roseville Memorial Park.</p> <p>Citizenship ceremonies (monthly)</p> <p>Ku-ring-gai Council welcomed new Australian citizens to the community at seven citizenship ceremonies during this period.</p>

C3.1.1.1.2	<p>Promote awareness of issues, services and resources for the community by implementing/hosting displays in all libraries both independently and in conjunction with other organisations.</p> <p>Responsible Officer: <i>Manager Library & Cultural Services</i></p>	 50%	<p>Displays in the libraries were more heavily influenced by the time of year and activities associated with this period - such as displays on HSC related materials and where to find help or find guidance; Dangers of not having a fire survival plan for the bushfire season (in conjunction with the Rural Fire Service); supporting the Mayor's Christmas appeal; and Christmas-related displays such as decorating Gordon library in lights outside as well as inside to fit with the seasonal theme and reflect the decorations outside the Council building across the Pacific Highway.</p> <p>The Capture Ku-ring-gai competition entries were displayed prominently in Gordon, providing inspiration and admiration for the natural beauty of Ku-ring-gai.</p> <p>Other displays included bush walking in the local area - promoting healthy lifestyle in the outdoors; healthy tasty eating display (highlighting the library's extensive cookbook collection); and displays supporting men's health issues of Movember of which two of our staff participated in the fund raising for this good course.</p> <p>On-going collaboration with Lifeline brings information and awareness of emotional and mental health matters to the community, with the Library providing access to a range of resources for people to follow up with.</p>
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Critical Action


Code	Description	Progress	Comments
C3.1.1.2	<p>Facilitate and promote community safety and social initiatives.</p> <p>Responsible Officer: <i>Director Community</i></p>	 50%	<p>During the reporting period community safety initiatives focussed on young driver training and safety.</p>

Operational Plan Tasks



Code	Description	Progress	Comments
C3.1.1.2.1	<p>Resource and support local community safety and crime prevention initiatives.</p> <p>Responsible Officer: <i>Director Community</i></p>	 50%	<p>During the reporting period two Parent Survival Strategies for Teaching Young Driver seminars were conducted, in cooperation with the Ku-ring-gai Police and Community Safety Committee.</p>

Term Achievement: Volunteers are valued, recognised and supported in providing services to the community.


Critical Action

Code	Description	Progress	Comments
C3.1.2.1	<p>Volunteer programs are developed and implemented across the local government area.</p> <p><i>Responsible Officer: Director Community</i></p>	 <p>50%</p>	<p>Comprehensive volunteer programs for diverse service areas continued to be implemented across the local government area, reinforcing Ku-ring-gai's very high volunteer participation rate.</p>



Operational Plan Tasks

Code	Description	Progress	Comments
C3.1.2.1.1	<p>Facilitate new opportunities for volunteering by the community to achieve community goals.</p> <p><i>Responsible Officer: Manager Community Development</i></p>	 <p>50%</p>	<p>A new poster and flyer encouraging volunteering were produced and distributed to new residents in Ku-ring-gai and throughout the community. Volunteering opportunities continue to be promoted through Council's Volunteers webpage and a number of volunteer employment websites.</p> <p>During this period 101 volunteer enquiries were processed and 78 potential volunteers referred to local Community Home Support Programs organisations. Planning is under way for increasing promotional reach, and providing information sessions to potential volunteers in Ku-ring-gai and Hornsby in 2016.</p>
C3.1.2.1.2	<p>Implement Bushcare and Streetcare programs.</p> <p><i>Responsible Officer: Manager Environment & Sustainability</i></p>	 <p>50%</p>	<p>There are currently 725 active Bushcare, Streetcare and Parkcare volunteers, who contributed 8,170 volunteer hours over the past six months to bush regeneration activities at 122 Bushcare sites, 36 Streetcare sites and 8 Parkcare sites. A total of 10 training workshops and community events were held over this period, attracting 330 participants. The Bushcare Christmas Party attracted 90 attendees.</p>

Critical Action


Code	Description	Progress	Comments
C3.1.2.2	<p>Volunteers are supported through training and participation.</p> <p>Responsible Officer: Director Community</p>	 72%	<p>Volunteer training sessions were held on "Working with clients who are experiencing Grief and Loss", and 'Interacting with a person living with Dementia'. Northern Sydney Volunteer Network provided a Regional Forum for Volunteer Coordinators in October on Implementing Enablement Principles, and use of the Enablement Kit. The Ku-ring-gai Hornsby Volunteer Coordinator attended a workshop on 'Recruit and Retain Volunteers'. The Hornsby Ku-ring-gai Volunteer Coordinator attended workshops on new policy implementation, evidence-based practice, recruit and retain volunteers and measuring "soft" outcomes, collaboration and new forms of volunteering. Three information sharing meetings were held with the Volunteer Coordinators in the local Community Home Support Program network, with excellent feedback from Coordinators. Planning is under way for 2016 volunteer training sessions. A Volunteer policy has been drafted and consultation is currently occurring with internal stakeholders. The process of volunteer 'induction' for all new volunteers will commence in the coming months.</p>

Operational Plan Tasks


Code	Description	Progress	Comments
C3.1.2.2.1	<p>Complete review of council wide volunteer management processes.</p> <p>Responsible Officer: Manager People & Culture</p>	 95%	<p>A Volunteer policy has been drafted and consultation is currently occurring with internal stakeholders. The process of volunteer 'induction' for all new volunteers will commence in the coming months.</p>
C3.1.2.2.2	<p>Provide training and support for volunteers and volunteer organisations.</p> <p>Responsible Officer: Manager Community Development</p>	 50%	<p>Volunteer training sessions were held on 'Working with clients who are experiencing grief and loss' and 'Interacting with a person living with dementia' with very positive responses. Northern Sydney Volunteer Network provided a Regional Forum for Volunteer Coordinators in October on Implementing Enablement Principles, and use of the Enablement Kit. The Ku-ring-gai Hornsby Volunteer Coordinator attended a workshop on 'Recruit and Retain Volunteers' and also attended workshops on new policy implementation, evidence-based practice, recruit and retain volunteers and measuring "soft" outcomes, collaboration and new forms of volunteering. Three information sharing meetings were held with the Volunteer Coordinators in the local Community Home Support Program network, with excellent feedback from Coordinators. Planning is under way for 2016 volunteer training sessions.</p>



Critical Action

Code	Description	Progress	Comments
C3.1.2.3	Volunteers are recognised for their contribution to the local community. <i>Responsible Officer: Director Community</i>	 50%	International Volunteers Day and Christmas events, to recognise the work done by volunteers, were held within the reporting period. Planning is under way for sub-regional appreciation events for volunteers in 2016.

Operational Plan Tasks


Code	Description	Progress	Comments
C3.1.2.3.1	Volunteers are recognised and rewarded for their efforts. <i>Responsible Officer: Manager Community Development</i>	 50%	Council worked with local Community Home Support Program services in organising the International Volunteers Day and Christmas events for volunteers. Planning is under way for sub-regional appreciation events for volunteers in 2016. Diaries, key rings and pens were distributed to local Community Home Support Program services to recognise the contribution of their volunteering efforts.

Issue: Health Lifestyles.


Long Term Objective: A community that embraces healthier lifestyle choices and practices.

Term Achievement: A range of cultural, recreational and leisure facilities and activities are available to encourage social interaction and stimulate everyday wellbeing.




Critical Action

Code	Description	Progress	Comments
C4.1.1.1	<p>Programs are delivered in collaboration with agencies and partners to encourage healthy and active lifestyles.</p> <p>Responsible Officer: Director Community</p>	 50%	<p>Council and the YMCA work collaboratively on the Ku-ring-gai Aquatic and Fitness Centre (KFAC) programming schedule and revise it regularly to ensure a range of services are offered to meet the expectations of the broader community and also targeting particular groups. Some highlights include PRYME membership, which is one of the most popular memberships and continues to grow month to month, with almost 400 members. Swimming lessons have also been very popular with over 1,775 enrolments during the period.</p> <p>The Active Ku-ring-gai program attracted the highest number of participants with 309 during the reporting period. All programs received a strong response especially Social Tennis.</p>
Key Achievements			
Active Ku-ring-gai and Heart Foundation the Walking Groups reaching 135 participants in Term 4. Strong growth in Pryme memberships at the Ku-ring-gai Fitness & Aquatic Centre.			

Operational Plan Tasks


Code	Description	Progress	Comments
C4.1.1.1.1	<p>Continue to develop and deliver Active Ku-ring-gai programs to support the community to lead healthy lifestyles.</p> <p>Responsible Officer: Manager Community & Recreation Services</p>	 50%	<p>Active Ku-ring-gai attracted the highest number of participants with 309 in Term 4. All programs received a strong response especially social tennis coming into summer. Another milestone was the walking groups reaching 135 participants in Term 4. Council has set up a Dance/Yoga/Drama class to be conducted in the January school holidays for two days which plans to improve the attendance of girls in the Active Kids program.</p>



C4.1.1.1.2	<p>Develop and implement sports programs in co-operation with local sporting clubs and providers.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	 50%	<p>The 2015/16 Summer season has been successful leading into the Christmas break with warm temperatures and good rainfall assisting with grass growth and recovery from the winter season. Koola Park and Howson Sportsground remain unavailable with capital upgrades and North Turramurra Recreation Area (NTRA) is still on track for three new sportsgrounds in 2016.</p> <p>Continuous communication occurs with clubs, associations and schools with regard to presenting the facilities and how Council can best improve sporting facilities.</p> <p>The Ku-ring-gai Cubs Junior Rugby League Club completed their first winter season in 2015. Council worked closely with the National Rugby League (NRL) Development team in getting the club up and running and returning rugby league to Ku-ring-gai after 20 + years. The club fielded three teams and is looking at doubling this number in 2016. Towards the end of 2015 there have been further discussions with the NRL to work towards returning a rugby league club for seniors in 2017.</p> <p>Council is currently working with 24 personal trainers located at various sportsground and parks within Ku-ring-gai. All are providing health and well being opportunities to the community.</p>
C4.1.1.1.3	<p>Finalise the review of the Unstructured Recreation Strategy and implement priority actions.</p> <p>Responsible Officer: <i>Temporary Team Leader Natural Areas</i></p>	 50%	<p>Council has continued to progress the review of the Unstructured Recreation Strategy and implement priority actions. This period, the Natural Areas team have commenced a constraint analysis for additional downhill mountain biking facilities using a detailed GIS process and developed a draft consultation Strategy to inform creation and delivery of the Unstructured Recreation Strategy.</p>
C4.1.1.1.4	<p>Support healthy lifestyle and eating programs in Ku-ring-gai.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	 50%	<p>The YMCA and Council have worked very hard to trial healthy options over the first 12 months of operation to see what choices work. The menu operates on a traffic light system and includes many green options including smoothies, protein balls and fresh salads. The cafe at KFAC received the highest monthly revenue for October receiving \$31,401 which was over budget by just over \$6,000. It is pleasing to receive these results based on a cafe that doesn't rely on and the fast food options with poor nutrition and high profit margins, that are found at many other aquatic/ recreation centres.</p>

Term Achievement: New and enhanced open space and recreational facilities have been delivered to increase community use and enjoyment.



Critical Action




Code	Description	Progress	Comments
C4.1.2.1	Continue to deliver the objectives of Council's Open Space Strategy and Open Space Acquisition Strategy. <i>Responsible Officer: Director Strategy & Environment</i>	 60%	Throughout the reporting period a number of achievements were attained. Council acquired a property in Duff Street Turrumurra which is the final piece of land required to be amalgamated with three other parcels of land to create a new recreational area of 2,665 square metres in line with Council's Open Space Acquisition Strategy. With Council's resolution to exhibit a master plan for a precinct between Ray Street and the Turrumurra rail line, and the adoption of a preferred option for the Lindfield Village Green, Tryon Road, Lindfield; and a new park on Bent Street, Lindfield, works are progressing on the delivery of three new parks in the Lindfield and Turrumurra local centres.

Key Achievements


Council resolved to exhibit a master plan for the precinct between Ray Street, Turrumurra and the rail line, adopted preferred options for the Lindfield Village Green Tryon Road, Lindfield and a new park on Bent Street, Lindfield.

Operational Plan Tasks

Code	Description	Progress	Comments
C4.1.2.1.1	Undertake strategic land acquisitions. <i>Responsible Officer: Manager Integrated Planning Property & Assets</i>	 100%	Council acquired a final piece of land in Duff Street Turrumurra which is the last property to be amalgamated with three other properties to create a new recreational area of 2,665 square metres in line with Council's Open Space Acquisition Strategy. In December 2015 Council concluded the compulsory acquisition of a property in Moree Street Gordon which was the final property required to create a new road link between Dumaresq and Moree Streets, Gordon.
C4.1.2.1.2	Implement and monitor the Ku-ring-gai Open Space Acquisition Strategy. <i>Responsible Officer: Manager Urban Planning</i>	 50%	Work progressed on the delivery of the three new parks in Lindfield, Gordon and Turrumurra. Over the last six months Council has adopted a preferred option for the Lindfield Village Green Tryon Road, Lindfield and a preferred option for a new park on Bent Street, Lindfield. In December 2015 Council resolved to exhibit a master plan for a precinct between Ray Street, Turrumurra and the rail line of which this master plan proposes a new park and town square. Work also progressed on developing a business case for the Gordon Civic and Cultural Hub which will incorporate a new park/civic space on Dumaresq Street, Gordon and an update report went to the Ordinary Meeting of Council 15 December 2015.

C4.1.2.1.3	<p>Complete the design for identified parks and include design principles which facilitate passive recreation activities.</p> <p>Responsible Officer: Team Leader -Open Space & Rec, Planning & Design</p>	 <p>50%</p>	<p>Our design and documentation for Capital Works continued in accordance with design principles including accessibility, sustainability, natural and cultural heritage, Crime Prevention Through Environmental Design (CPTED), value for money, and asset maintenance resourcing.</p>
C4.1.2.1.4	<p>Construct parks at identified locations and include design principles which facilitate passive recreation activities.</p> <p>Responsible Officer: Manager Strategic Projects</p>	 <p>50%</p>	<p>Koola Park Stage 3 works (rebuild of sports facilities increasing number of sports fields to four) is progressing well with only minor delays due to wet weather.</p> <p>Wahroonga Park toilet rebuild - initial delays were experienced due to Sydney Water seeking amendments to the construction methodology around the adjacent sewer. The project is now progressing.</p> <p>West Pymble car park (upgrade of disability access) - this is now complete.</p> <p>Sports courts upgrade at Morona Avenue and Pymble Park - procurement documentation is complete and will be released in the early part of the next period.</p> <p>Cameron Park extension - asbestos was found on site during excavation however it is programmed to be removed early in the new year.</p> <p>Turramurra Park recreational precinct (new recreational and sports facilities) - the precinct is now open to the public with the "Flying Fox" soon be commissioned, finalising the project.</p> <p>Howson Oval upgrade - the reconstruction of the sports field has commenced and is scheduled to be finished with only minor delays.</p>
C4.1.2.1.5	<p>Complete preparation of master plan for a regional park and recreation space at Gordon Golf Course.</p> <p>Responsible Officer: Manager Strategic Projects</p>	 <p>0%</p>	<p>Prior to the commencement of the preparation of a masterplan Council resolved to undertake a program of community consultation. A report on the community consultation and a proposed concept for the masterplan for a regional park was reported in Council in early September 2015 followed by a site visit in October. Council is continuing to discuss the issue with community stakeholders before a decision on the site's future is made and preparation of a masterplan can proceed.</p> <p>Reason</p> <p>Discussions are continuing with community stakeholders before a decision on the site's future is made and preparation of a masterplan can proceed.</p> <p>Remedial Action</p> <p>The progression of this task is dependent on further discussions with community stakeholders and a council decision regarding the site's future.</p>




C4.1.2.1.6	<p>Construct Regional Playground at St Ives Showground.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	 <p>48%</p>	<p>The St Ives Showground Regional Playground concept plan has now progressed to design development stage. This project was presented to Councillors during the second quarter briefing session.</p> <p>A consultant brief was written and submissions assessed in accordance with the purchasing policy.</p> <p>From this, a specialist playground consultant has been appointed and site meetings held to progress the design development.</p> <p>An internal project team has been appointed to monitor and review progress and milestones. This team has completed site mapping of Endangered Ecological Species (EEC) constraints at the site to ensure natural heritage and playground objectives can be successfully co-ordinated.</p> <p>The project consultation stage is the next phase and will be based on the design development plans, to enable realistic feedback and review before plan finalisation for tender documents.</p>
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Issue: Community Health and Safety.



Long Term Objective: A community where residents feel safe and enjoy good health.

Term Achievement: Our residents and visitors enjoy clean, safe, friendly and vibrant neighbourhoods.


Critical Action

Code	Description	Progress	Comments
C5.1.1.1	Implement accessibility improvement actions from the Pedestrian Access and Mobility Plan Policy (PAMP) and Crime Prevention Through Environmental Design (CPTED) principles. <i>Responsible Officer: Director Strategy & Environment</i>	 75%	Council resolved at its meeting of 27 October 2015 to publically exhibit the Pedestrian Access Mobility Plan (PAMP). A report back on the exhibition will be presented back to Council in early 2016. Crime Prevention Through Environmental Design (CPTED) principles are being implemented as a key design criterion for all of Council's capital works projects.



Operational Plan Tasks







Code	Description	Progress	Comments
C5.1.1.1.1	Crime Prevention Through Environmental Design (CPTED) principles are incorporated into the design and construction of Council's capital works projects. <i>Responsible Officer: Manager Strategic Projects</i>	 100%	Completed previous reporting period. September 2015 progress comments: CPTED principles are being implemented as a key design criterion for all of Council's capital works projects.
C5.1.1.1.2	Progressively implement the Pedestrian Access and Mobility Plan (PAMP) in local centres. <i>Responsible Officer: Manager Strategic Projects</i>	 50%	The public exhibition of the draft PAMP was adopted by Council at its meeting on 27 October 2015. Public exhibition commenced on Friday 6 November 2015 and closed Friday 4 December 2015. Submissions will be reviewed and the PAMP brought back to Council for consideration and adoption in early 2016. Once the PAMP is approved by Council, it can be used to seek funding for implementation of pedestrian facilities.

Critical Action

Code	Description	Progress	Comments
C5.1.1.2	Implement programs to manage risks and impacts on public health and safety <i>Responsible Officer: Director Development & Regulation</i>	 56%	During the reporting period Public Health and Safety programs were on track and in accordance with projected outcomes.

Operational Plan Tasks

Code	Description	Progress	Comments
C5.1.1.2.1	<p>Implement Council's adopted Companion Animals Management Plan 2011-2016 and prepare new plan for 2016-2021.</p> <p>Responsible Officer: <i>Manager Compliance & Regulation</i></p>	 <p>50%</p>	<p>For the reporting period ending 31 December 2015, Ku-ring-gai Council received a total of 600 animal requests of which 399 were companion animal requests. These figures were significantly lower than previous periods. For the reporting period ending 31 December 2015, there were 5 nuisance cat requests, 1 cat pickup requests, 8 inspect oval requests, 13 dead companion animal requests, 22 companion animal enquiry requests, 157 barking dog requests, 25 lost and found animal requests, 49 dog attack requests, 87 dog roaming requests and 40 dog pickup requests. All of these requests have decreased from previous periods.</p> <p>There were 819 registrations received for this reporting period with registration money totalling \$55,600, which has increased from the previous quarters. The overall registration rate for companion animals in Ku-ring-gai is 98.96% (Dogs 99.24% and Cats 98.10%) which is the highest recorded rates for Ku-ring-gai.</p> <p>Activities undertaken for companion animal management included the annual audit for unregistered animals. The online lifetime registration capability on Council's website has been well utilised and positive feedback about the convenience has been received from residents.</p> <p>The 'Responsible Pet Ownership' projects were completed and final reports sent to the Office of Local Government.</p> <p>The first grant was a joint initiative with Pittwater and Warringah Council focusing on responsible cat ownership and included an educational event, discussion forums, a trial desexing project and an education campaign. Cat traps were purchased and a cat trap lending program was drafted. Ku-ring-gai benefited from undertaking this project through access to information, resources and educational material for future use.</p> <p>The second grant was for Ku-ring-gai only and focused on dog behavioural classes, an educational campaign and increasing signage in dog parks. The dog behavioural classes recipients received a Certificate of Attendance on completion. Council received positive feedback from course attendance and the general public. The educational campaign was designed and distributed with the aim of the educational content to reduce off leash dogs, roaming dog and dog attacks. The dog themed signage was produced and installation began at Friars Field in Pymble.</p>
C5.1.1.2.2	<p>Ensure all buildings and multi occupancy residential buildings are compliance with Council's annual fire safety program.</p> <p>Responsible Officer: <i>Manager Engineering Operations</i></p>	 <p>50%</p>	<p>Council's Annual Fire Safety program is in accordance with Council's schedule, Councils Annual Fire Safety Statements register is up to date and operational. A new fee regime for the 2016/17 financial year has been drafted for review and consideration.</p>


C5.1.1.2.3	Respond promptly to breaches of environmental construction standards and take appropriate regulatory action. Responsible Officer: <i>Manager Compliance & Regulation</i>	 50%	Council continued to undertake investigations of breaches of the Environmental Planning & Assessment Act, 1979 as they arise and issued penalty infringement notices worth \$237,007.
C5.1.1.2.4	Review Council's Compliance Policy. Responsible Officer: <i>Director Development & Regulation</i>	 50%	Council's Compliance Policy is currently under review in readiness for Council's consideration at its meeting scheduled for 22 March 2016.
C5.1.1.2.5	Undertake mandatory inspections of swimming pools as prescribed under legislation and in accordance with Council's Swimming Pool Barrier Inspection Policy. Responsible Officer: <i>Manager Compliance & Regulation</i>	 50%	Council received 83 applications for the inspection of swimming pool barriers and issued 77 Certificate of Compliance, 58 Orders issued and issued \$2,310 in penalty infringement notices (PINS) during the period in accordance with legislation and Council's swimming pool barrier inspection program.
C5.1.1.2.6	Implement food safety protection programs in accordance with joint NSW Food Authority Agreement. Responsible Officer: <i>Manager Compliance & Regulation</i>	 46%	Inspection of food preparation premises within Ku-ring-gai continued to be carried out in accordance with NSW Food Authority requirements. 147 inspections were undertaken of food premises.
C5.1.1.2.7	Maintain Council's register and responsibilities for managing regulated premises. Responsible Officer: <i>Manager Compliance & Regulation</i>	 50%	The register of regulated systems and premises is up to date.
C5.1.1.2.8	Implement Council's adopted Abandoned Shopping Trolley Policy, with a particular focus on education of users and trolley providers. Responsible Officer: <i>Manager Compliance & Regulation</i>	 50%	Council's regulatory staff have been consistent in their approach to educating and reporting abandoned trolleys. This is an on-going campaign with more demand during daylight savings time for Council's Ranger staff.

Issue: Housing Choice and Affordability.

Long Term Objective: Housing diversity, adaptability and affordability is increased to support the needs of a changing community.

Term Achievement: Council's planning approach to the provision of housing across Ku-ring-gai addresses the supply, choice and affordability needs of the community.


Critical Action


Code	Description	Progress	Comments
C6.1.1.1	Investigate opportunities/locations to provide a range of housing choices. <i>Responsible Officer: Director Strategy & Environment</i>	 50%	Council is actively investigating opportunities to provide housing choice on council land holdings within close proximity to rail stations. During this period the following opportunities were progressed: * At the Ordinary Meeting of Council 28 July 2015 Council considered two development options for Council owned land at 259-271 Pacific Highway, Lindfield, and resolved to adopt the preferred option and progress land reclassification; and * At the Ordinary Meeting of Council 6 October 2015 Council considered a preferred development option for the Lindfield Community Hub on Council owned land on the western side of Lindfield centre and resolved to adopt the preferred option.

Key Achievements

At the Ordinary Meeting of Council held 8 December 2015 Council resolved to undertake a Public Private Partnership to deliver the Lindfield Hub project and to exhibit a master plan for Council land adjoining the Turramurra rail station.


Operational Plan Tasks

Code	Description	Progress	Comments
C6.1.1.1.1	Analyse Council land holdings available for potential development. <i>Responsible Officer: Manager Urban Planning</i>	 50%	During this period the following opportunities were progressed: * Council considered two development options for Council owned land at 259-271 Pacific Highway, Lindfield, and resolved to adopt the preferred option and progress land reclassification; * Council considered a preferred development option for the Lindfield Community Hub on Council owned land on the western side of Lindfield centre and resolved to adopt the preferred option; * Council resolved to undertake a Public Private Partnership to deliver the Lindfield Hub project; and * Council resolved to exhibit a master plan for Council land adjoining the Turramurra rail station.


C6.1.1.1.2	Monitor housing choice in Ku-ring-gai local government area. Responsible Officer: <i>Manager Urban Planning</i>	 50%	Housing monitor from Housing NSW is regularly downloaded and shared. New Development Applications with contributions (indicative of nett dwelling growth) added to rolling statistical spreadsheet maintained under delegation by each Planning student as they are approved.
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Term Achievement: Diversity and supply of new housing has been investigated to provide safe and responsive housing that addresses the changing population.

Critical Action


Code	Description	Progress	Comments
C6.1.2.1	Council investigates and explores opportunities to develop partnerships with stakeholders to provide affordable housing choices. Responsible Officer: <i>Director Strategy & Environment</i>	 50%	During the reporting period opportunities to provide affordable housing choices within Ku-ring-gai continued.

Operational Plan Tasks


Code	Description	Progress	Comments
C6.1.2.1.1	Investigate strategies and models that will assist the provision of affordable housing choices in Ku-ring-gai local government area. Responsible Officer: <i>Manager Urban Planning</i>	 50%	A preliminary paper on housing provision and affordability in Ku-ring-gai has been prepared. This is to feed into a broader housing strategy for Ku-ring-gai and the North Sydney District Plan under the NSW State Government Plan for Growing Sydney 2036. In August 2015, NSROC commissioned research on affordable housing in the Northern Region as affordability is an issue under the NSROC regional priorities. Council staff provided assistance and research material to assist with the study. The NSROC study is expected to be provided in early 2016. The master planning process for the Lindfield Library precinct included an investigation of the potential provision of an affordable housing component as part of the redevelopment of the site.

Term Achievement: Plans encourage enhanced adaptability to allow for ageing in place, accessibility and sustainable housing.

Critical Action

Code	Description	Progress	Comments
C6.1.3.1	Plans encourage enhanced adaptability to allow for ageing in place. <i>Responsible Officer: Director Strategy & Environment</i>	 50%	Plans encourage enhanced adaptability to allow for ageing in place, accessibility and sustainable housing through the review of the Local Centres Development Control Plan, that also takes into consideration the Liveable Housing Design Guidelines.

Operational Plan Tasks


Code	Description	Progress	Comments
C6.1.3.1.1	Monitor principles of adaptability in Council's planning policies. <i>Responsible Officer: Manager Urban Planning</i>	 50%	The review of the Local Centres Development Control Plan continued and includes the updating of accessibility controls taking into consideration the Liveable Housing Design Guidelines. The review will also align the multi unit housing controls with the new NSW Apartment Design Guide under SEPP 65 which also adopts the Liveable Housing Design Guidelines.

Issue: Emergency Management.

Long Term Objective: An aware community able to prepare and respond to the risk to life and property from emergency events.

Term Achievement: Plans are developed in partnership with emergency service agencies and key stakeholders and implemented.



Critical Action


Code	Description	Progress	Comments
C7.1.1.1	In conjunction with State agencies and key stakeholders develop, review and implement Emergency Management Plans. <i>Responsible Officer: Director Operations</i>	 50%	Council continued to work with state agencies to implement Emergency Management for the Hornsby Ku-ring-gai Region. The Hornsby Ku-ring-gai Local Emergency Management Committee (LEMC) met twice during the reporting period and sub groups established from committee members and combat agencies have commenced the development of Consequence Management Guides for the region. The Emergency Management Plan (EMPLAN) should be completed prior to the end of financial year. The Hornsby Ku-ring-gai Bushfire Management Committee met twice during the reporting period and the Bushfire Risk Management Sub Committee has been meeting on a weekly basis to finalise the 5 Year Bushfire Risk Management Plan which should be ready for community consultation in April 2016.

Key Achievements


Development of Consequence Management Guides for the Emergency Management Plan (EMPLAN).

Operational Plan Tasks

Code	Description	Progress	Comments
C7.1.1.1.1	Finalise the review of and implement and report on the Bushfire Risk Management Plan in consultation with the Hornsby Ku-ring-gai Bushfire Management Committee. <i>Responsible Officer: Manager Open Space Operations</i>	 50%	The multi-agency Bushfire Risk Management Committee has completed the assignment of zones and continues to look at treatments. Community engagement regarding the five year plan is being scheduled for next quarter.
C7.1.1.1.2	Complete fire trail, fire break and hazard reduction maintenance programs. <i>Responsible Officer: Manager Open Space Operations</i>	 50%	Fire trails and breaks are being maintained in accordance with the maintenance schedule. Hazard reduction burns were conducted at a number of locations however, weather hampered the completion of many during the last three months of 2015. A number of hazard complaints have also been inspected which resulted in Council undertaking vegetation management works to comply with Rural Fire Service (RFS) requirements.

C7.1.1.1.3	<p>Complete EMPLAN (Emergency Management Plan) for Hornsby Ku-ring-gai in consultation with combat agencies and LEMC, including all documents required under the State framework.</p> <p>Responsible Officer: Director Operations</p>	 50%	<p>The Local Emergency Management Committee (LEMC) Bushfire Risk Sub Committees have met on a number of occasions to complete Consequence Management Guides (CMG) for high risk emergency events. To date, draft CMG's have been completed for Flood, Storm, Bushfire, Landslide, Earthquake, Dam/ Reservoir failure, Heatwave and Human Communicable Disease. The LEMC will continue to meet on a regular basis to discuss these CMG's and work towards finalising the EMPLAN.</p>
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Critical Action

Code	Description	Progress	Comments
C7.1.1.2	<p>Develop Floodplain Risk and Storm Management Plans for local catchments.</p> <p>Responsible Officer: Director Strategy & Environment</p>	 75%	<p>Through grant funding, in collaboration with the Flood Risk Management Committee, Council is completing the Lovers Jump Creek Catchment Flood Study. A community forum was conducted in October 2015 in relation to the study, with the draft study due for public exhibition in the next quarter. Council has also been successful in obtaining grant funding from the Office of Environment and Heritage (OEH) to support the next phase of its floodplain risk management process, namely the development of a Flood Risk Management Study and Plan for Blackbutt Creek.</p>

Key Achievements

Council has been successful in obtaining grant funding from the Office of Environment and Heritage (OEH) to support the next phase of its floodplain risk management process, namely the development of a Flood Risk Management Study and Plan for Blackbutt Creek.

Operational Plan Tasks

Code	Description	Progress	Comments
C7.1.1.2.1	<p>Complete floodplain risk study in consultation with Floodplain Risk Management Committee. Investigate priority actions.</p> <p>Responsible Officer: Temporary Team Leader Natural Areas</p>	 75%	<p>Work continued with the Floodplain Risk Management Committee to complete the Lovers Jump Creek Catchment Flood Study. Major modelling tasks have been completed and the draft report is nearing completion. Next steps include a presentation of the draft report to the Flood Risk Management Committee at a meeting scheduled for 3 February 2016, with the aim of obtaining approval for public exhibition of the draft report by the end of February 2016.</p>


Theme: Natural Environment

Issue: Appreciating Ku-ring-gai's unique natural environment.


Long Term Objective: A community empowered with knowledge, learning and information that benefits the environment.

Term Achievement: Increased community understanding of the value of the natural environment and local environmental issues and impacts.

Critical Action


Code	Description	Progress	Comments
N1.1.1.1	Expand communication mechanisms and channels to broaden community outreach and participation. <i>Responsible Officer: Director Strategy & Environment</i>	 50%	Through the monthly Sustainability E-news, What's On Calendar, Loving Living Ku-ring-gai Facebook page and Twitter accounts, Envirotube and new residents' kits, Council continues to broaden community outreach and increase participation in our environmental and sustainability programs. A recent door knocking initiative, to welcome new residents to Ku-ring-gai and to introduce them to Council's environmental and sustainability programs, has also been highly successful. The implementation of the recently developed Environmental Levy Communications Strategy is furthering community outreach.

Operational Plan Tasks


Code	Description	Progress	Comments
N1.1.1.1.1	Utilise a variety of communication mechanisms and channels for different target groups to deliver environmental information. <i>Responsible Officer: Manager Environment & Sustainability</i>	 50%	Council's engagement with the Ku-ring-gai community on the environment and sustainability continues to grow in strength, particularly through the utilisation of electronic and social media. Council's Loving Living Ku-ring-gai Facebook page now has 2,251 followers and in the last six months posts on this page registered 129,910 impressions in the feeds of its followers and were clicked on 3,843 times. The Loving Living Ku-ring-gai Twitter account has 334 followers. The tweets through this account registered 18,187 impressions and 62 clicks for more information. The Envirotube channel on YouTube now has 538 subscribers and the videos on the channel have registered 195,627 views with approximately another 20,000 views via other sites. The monthly Sustainability E-news from Council now has 2,413 subscribers who clicked on articles 1,303 times between July and December 2015. To increase Council's engagement with new residents and residents living in bush fire prone areas, a team member door-knocked the homes of 565 new residents to introduce Council's environmental and sustainability programs and answer questions on these topics. Despite not making appointments in advance the team member was able to engage in face-to-face conversations with 215 of the new residents approached.

Term Achievement: Increased community action that benefits the environment.



Critical Action


Code	Description	Progress	Comments
N1.1.2.1	<p>Development of environmental resources, tools and targeted education programs for a range of user groups.</p> <p>Responsible Officer: Director Strategy & Environment</p>	 <p>50%</p>	<p>During the reporting period more than 8,000 people have participated in organised activities at the Ku-ring-gai Wildflower Garden, such as bush birthday parties, camp fire and spotlight walks, school excursions and junior ranger programs. During the last six months, Council's Loving Living Ku-ring-gai events program delivered a range of talks, walks and workshops, attracting 804 attendees. Council's Bushcare, Streetcare and Parkcare programs currently have 725 community volunteers at 166 sites, who contributed over 8,000 volunteer hours to bush regeneration activities over the past 6 months. The Better Business Partnership (BBP) program continues to provide a valuable sustainability advice service to small and medium businesses in Ku-ring-gai. Between July and December 2015 a total of 48 new Ku-ring-gai businesses became members of the Better Business Partnership (BBP) Program, bringing total membership to 179.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
N1.1.2.1.1	<p>Develop and deliver programs, resources and education demonstration sites at the Wildflower Garden.</p> <p>Responsible Officer: Manager Community & Recreation Services</p>	 <p>50%</p>	<p>During the reporting period Council had more than 8,000 people participate in organised activities at the Wildflower Garden, as outlined below:</p> <ul style="list-style-type: none"> * Bush Kids - 14 programs (613 kids) * Toddlers and Tadpoles – 14 programs (201 kids) * Junior Rangers - 14 programs (320 kids) * Bush Birthday Parties - 63 parties (878 kids) * Campfire and Spotlight Walks - 17 programs (296 kids) * School excursions - 40 Bookings (1,663 children) * Other Council Ranger led activities - 15 Programs (266 participants). <p>There were 28 Bookings at Caley's Pavilion with 1,402 participants and \$8,462.00 rental income. Picnic Area hires have totalled 14 with 323 people attending and \$1,252.00. The Visitor Centre hosted 3,526 people (the Oct-Dec quarter more than 100% increase since the July-Sept). School Holiday programs based on long day programs will be increased and conducted over all holiday periods to cater for the obvious demand. The fauna for display now include a snake and another blue tongue lizard.</p>



<p>N1.1.2.1.2</p>	<p>Deliver environmental resources and programs for residents.</p> <p>Responsible Officer: <i>Manager Environment & Sustainability</i></p>	<p> 50%</p>	<p>During the reporting period, Council's Loving Living Ku-ring-gai events program delivered a talk on Ku-ring-gai birdlife, a DIY cheese and yoghurt-making workshop, a eucalypt identification talk, a native plant identification talk, a National Tree Day event, a kombucha and kefir workshop, a talk on microbats in urban bushland, a workshop on planning and preparing your own productive garden, a cooking with bush foods workshop, a bushwalk through Muogamarra Reserve, an introductory bushwalk for new residents, an event celebrating Bushcare's Major Day Out, a native seed-collecting bushwalk, a breakfast for National Ride to Work Day, an introduction to bushcare talk, a tick information evening, a make your own sourdough workshop, a welcome bus tour for new residents, a local productive garden tour, a talk on ibis, a back garden talk and an end of year event for Bushcare volunteers. In total 804 people attended these events. Council's Environment and Sustainability team also had a prominent display at the Wildflower Art and Garden Festival.</p> <p>Through the Greenstyle program, 12 garden advice visits were conducted, while 12 home sustainability conversations with local residents resulted from the Greenstyle presence at Gordon Library. A total of 132 dumping/encroachment educational letters were distributed to properties in Lindfield, Killara, Gordon, West Pymble and Pymble. A total of 38 dumping/encroachment issues were reported, with 35 investigated either closed or referred. Through the Compost Revolution program, 208 residents were engaged via the websites and its tutorials, while 12 worm farms and 12 compost bins were distributed to Ku-ring-gai households.</p> <p>The Wild Things program supported the conversion of one pool into a pond and distributed 102 native stingless beehives to Ku-ring-gai residents, while 115 hives were sold outside the Ku-ring-gai area. Council's Bushcare, Streetcare and Parkcare programs have 725 volunteers across 166 sites. There are two community gardens in Ku-ring-gai (including the Turramurra Lookout Community Garden) which have a total membership of 50 people. Through the Fridge Buyback program, 87 energy guzzling second fridges were switched off, collected from Ku-ring-gai homes and recycled responsibly.</p>
<p>N1.1.2.1.3</p>	<p>Deliver environmental resources and programs for businesses.</p> <p>Responsible Officer: <i>Manager Environment & Sustainability</i></p>	<p> 50%</p>	<p>The Better Business Partnership (BBP) program continues to provide a valuable sustainability advice service to small and medium businesses in Ku-ring-gai. Between July and December 2015 a total of 48 new Ku-ring-gai businesses became members of the Better Business Partnership (BBP) Program, bringing total membership to 179. In this 6 month period 19 businesses were appraised for their energy, water and waste performance; of these 12 were new members and 7 were re-appraisals for existing members. Since July, 44 businesses received a waste audit through the Waste Saver Service, which identified a potential diversion of 2,246,516 litres (466 tonnes) of annual waste from landfill. Verified savings will be available in 12 months' time.</p>


N1.1.2.1.4	Deliver environmental resources and programs for schools. Responsible Officer: <i>Manager Community & Recreation Services</i>	 50%	During this period the schools program attracted 1,663 children and 613 children attended the long day care programs during school holidays. The development of the school programs for the next six months will include additional long day programs during School Holiday periods.
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Issue: Natural Areas.


Long Term Objective: Our bushland is rich with native flora and fauna.

Term Achievement: Strategies and plans are relevant and implemented to improve the conservation and recovery of flora and fauna.


Critical Action

Code	Description	Progress	Comments
N2.1.1.1	Implementation of Bushland Reserves Plan of Management. Responsible Officer: <i>Director Operations</i>	 40%	Priority actions from the existing Bushland Reserves Plan of Management continue to be implemented across both departments in the key areas of bushland regeneration, community engagement, pest species control, dumping and encroachment regulation, weed control, track and trail maintenance, catchment management and bushfire management. Reason Competing workloads between Departments and resources has affected the progression of this Critical Action. Remedial Action The completion of the Bushland Reserves Plan of Management has continued however there has been a delay which is expected to be rectified in the following financial year.


Operational Plan Tasks

Code	Description	Progress	Comments
N2.1.1.1.1	<p>Finalise review of the Ku-ring-gai Bushland Reserves Plan of Management and implement priority actions including bushland regeneration activities.</p> <p>Responsible Officer: <i>Manager Environment & Sustainability</i></p>	 40%	<p>Priority actions from the Bushland Reserves Plan of Management continue to be implemented in the key areas of bushland regeneration, community engagement, pest species control, dumping and encroachment regulation, weed control, track and trail maintenance, catchment management and bushfire management.</p> <p>Reason</p> <p>Due to competing work priorities and staff vacancies it has been determined that the revised Ku-ring-gai Bushland Reserves Plan of Management will not be finalised until next financial year.</p> <p>Remedial Action</p> <p>This Task will be reviewed for potential inclusion in the draft 2016/17 Operational Plan.</p>


Critical Action

Code	Description	Progress	Comments
N2.1.1.2	<p>Implementation of Biodiversity Policy.</p> <p>Responsible Officer: <i>Director Strategy & Environment</i></p>	 50%	<p>Whilst Council's Biodiversity Policy is being developed priority actions from Council's 2006 Biodiversity Strategy continue to be implemented, including: annual bush regeneration programs; annual noxious weed programs; including aquatic weeds; Bushcare, Streetcare and Parkcare programs; native bee program; Ku-ring-gai Flying Fox Habitat Restoration Program; track and trail maintenance program; regional fox and rabbit control program; ecological burns; riparian and hydrology improvement works; gross pollutant trap and stormwater harvesting installations and maintenance program; environmental assessments; community biodiversity education; and the regulation of unauthorised activities such as bike track building and dumping and encroachment in bushland. Internal stakeholder consultation on the draft Biodiversity Policy will be conducted during the new year.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
N2.1.1.2.1	<p>Implement priority actions from the Biodiversity Policy.</p> <p>Responsible Officer: <i>Manager Environment & Sustainability</i></p>	 50%	<p>Whilst Council's Biodiversity Policy is being developed priority actions from Council's 2006 Biodiversity Strategy continue to be implemented. A draft Biodiversity Policy has been completed. Internal stakeholder consultation will be conducted during the new year.</p>


Critical Action

Code	Description	Progress	Comments
N2.1.1.3	Bushland maintenance activities are undertaken in accordance with adopted strategies and plans to enhance flora and fauna. <i>Responsible Officer: Director Operations</i>	 50%	Council's Bushland maintenance activities continue to be performed in line with adopted strategies and plans. Regeneration sites are all being maintained in accordance with the policy and Council has commenced the process of finalising Bush Regeneration Site Management plans that will assist with monitoring and reporting on achievements at each site.


Key Achievements

Council received a Highly Commended award from Local Government NSW for its development of prioritisation, monitoring and reporting of regeneration sites.
The recognition and final listing of Julians Hibbertia, Hibbertia spanantha, as critically endangered will ensure ongoing protection under legislation of this extremely rare plant.



Operational Plan Tasks


Code	Description	Progress	Comments
N2.1.1.3.1	Implement service level agreements and report on activities and outputs for bush regeneration, noxious weeds and feral animals. <i>Responsible Officer: Manager Open Space Operations</i>	 50%	Council's Bushland Regeneration program has been completed according to the prioritisation matrix. Council has also completed a regional rabbit and fox baiting program. All reactive noxious weed removal requests have been inspected and controls scheduled where necessary.

Critical Action

Code	Description	Progress	Comments
N2.1.1.4	<p>Integrated monitoring and evaluation framework informs investment and management priorities in our bushland.</p> <p>Responsible Officer: Director Strategy & Environment</p>	 <p>43%</p>	<p>During the reporting period, a terrestrial invertebrate and vertebrate survey was undertaken at Rofe Park and Sheldon Forest, to collect baseline data in association with a proposed long-term ecological burn program and to provide a 'monitoring methodology report' to guide future ecological burn surveys across the local government area. Results of this survey will be available in the next period. Remote sensing cameras continue to be utilised to monitor fauna in bushland reserves across Ku-ring-gai, specifically targeting threatened species. A bushland condition rating is being utilised to measure the outcomes of Council's regeneration program. Site management plans are currently being developed for the bushland reserves that are actively managed by Council, commencing with plans for the Ku-ring-gai Flying Fox Reserve, Browns Forest and Warrimoo Coastal Upland Swamp, to inform the bushland condition rating.</p> <p>Reason</p> <p>Competing work priorities and staff vacancies have delayed the completion of the site management plans.</p> <p>Remedial Action</p> <p>A consultant will be engaged to undertake detailed vegetation assessments, as part of the site management plan development, to assist in the completion of Tasks N2.1.1.4.2 and N2.1.1.4.3.</p>


Operational Plan Tasks

Code	Description	Progress	Comments
N2.1.1.4.1	<p>Implement fauna monitoring program.</p> <p>Responsible Officer: Temporary Team Leader Natural Areas</p>	 <p>50%</p>	<p>Council has implemented a fauna monitoring program and has continued to utilise remote sensing cameras to monitor biodiversity in bushland reserves and to target threatened species.</p>
N2.1.1.4.2	<p>Implement bushland monitoring program.</p> <p>Responsible Officer: Manager Open Space Operations</p>	 <p>40%</p>	<p>Site Management Plans are being prepared for the Ku-ring-gai Flying Fox Reserve, Browns Forest and Warrimoo Coastal Upland Swamp areas. Monitoring of all other regeneration sites is also being undertaken.</p> <p>Reason</p> <p>Currently awaiting the engagement of a consultant to undertake detailed vegetation assessments to complete this Task.</p> <p>Remedial Action</p> <p>A consultant brief has been prepared and resources are allocated to complete this Tasks by the end of the 2015/16 financial year.</p>


N2.1.1.4.3	<p>Report quarterly on achievements for all bush regeneration sites in accordance with monitoring and evaluation framework.</p> <p>Responsible Officer: <i>Manager Open Space Operations</i></p>	 40%	<p>Site Management Plans are being prepared for the Ku-ring-gai Flying Fox Reserve, Browns Forest and Warrimoo Coastal Upland Swamp areas. Monitoring of all other regeneration sites is also being undertaken.</p> <p>Reason</p> <p>Currently awaiting the engagement of a consultant to undertake detailed vegetation assessments to complete this Task.</p> <p>Remedial Action</p> <p>A consultant brief has been prepared and resources are allocated to complete this Tasks by the end of the 2015/16 financial year.</p>
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Term Achievement: Ecological protection and understanding is integrated within land-use planning.

Critical Action


Code	Description	Progress	Comments
N2.1.2.1	<p>Effective guidelines, processes, training and monitoring is in place to ensure ecological protection is integrated within land-use planning.</p> <p>Responsible Officer: <i>Director Strategy & Environment</i></p>	 50%	<p>A number of templates for environmental assessments are utilised at Council to facilitate the appropriate assessment of projects depending on scale and impact, including templates for the completion of Minor Works Assessments (MWAs), Potential Impact Assessments (PIAs) and Review of Environmental Factors (REF) assessments. Council's environmental assessment guidelines and templates are continually updated to reflect any legislative changes and requirements.</p> <p>Engineering conditions are consistently applied to development applications to achieve the riparian and biodiversity objectives in the Local Environmental Plan (LEP) and Development Control Plan (DCP).</p>

Operational Plan Tasks


Code	Description	Progress	Comments
N2.1.2.1.1	<p>Implement and monitor guidelines and templates for environmental assessment processes.</p> <p>Responsible Officer: <i>Manager Environment & Sustainability</i></p>	 50%	<p>Council's environmental assessment templates are continually updated to reflect any legislative changes and requirements. An Environmental Impact Assessment 'Quick Guide' was recently finalised and is available to all staff on the intranet, providing guidance on the level of assessment required for all Council works and activities and the associated templates for environmental assessment completion.</p>


N2.1.2.1.2	<p>Apply Development Assessment conditions that reflect Council policies and that are consistent with riparian and biodiversity provisions within the Principal Local Environmental Plan and Development Control Plan.</p> <p>Responsible Officer: <i>Manager Development Assessment Services</i></p>		<p>Engineering conditions in relation to water management are being applied consistently to achieve Council's objectives in relation to riparian and biodiversity provisions.</p>
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Critical Action

Code	Description	Progress	Comments
N2.1.2.2	<p>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.</p> <p>Responsible Officer: <i>Director Development & Regulation</i></p>		<p>All applications are assessed and reviewed by suitably qualified professionals to ensure water management, biodiversity, riparian and bushfire controls contained in Council's controls are upheld.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
N2.1.2.2.1	<p>Development Assessment conditions are reviewed and updated as appropriate.</p> <p>Responsible Officer: <i>Manager Development Assessment Services</i></p>		<p>Engineering conditions have been updated to refer to the relevant water management requirements in Council's controls (Ku-ring-gai Development Control Plan for applications which are not in local centres or for deferred areas and the Local Centres Development Control Plan for applications in the local centres).</p>




Issue: Natural Waterways.


Long Term Objective: Our natural waterways and riparian areas are enhanced and protected.

Term Achievement: The condition of natural waterways and riparian areas have improved and water harvesting and reuse has significantly increased.


Critical Action

Code	Description	Progress	Comments
N3.1.1.1	Best practice research informs Council's water management programs. <i>Responsible Officer: Director Strategy & Environment</i>	 50%	Council continues to participate in research partnerships through the Sydney Harbour Water Quality Improvement Program, the Cooperative Research Centre (CRC) for Water Sensitive Cities, the Greater Sydney Local Land Services Local Government Advisory Group, the NSW Stormwater Industry Association and the University of Technology Sydney to advance its water management program.



Operational Plan Tasks

Code	Description	Progress	Comments
N3.1.1.1.1	Participate in research programs and partnerships to advance water management. <i>Responsible Officer: Temporary Team Leader Natural Areas</i>	 50%	Council continues to be an active participant in research programs and partnerships to advance water management. Council maintains involvement with the Co-operative Research Centre for water sensitive cities and are also undertaking a water quality research project with the University of Technology Sydney.


Critical Action

Code	Description	Progress	Comments
N3.1.1.2	<p>Implementation of Integrated Water Cycle Management Policy and Strategy.</p> <p>Responsible Officer: Director Strategy & Environment</p>	 45%	<p>Council's Water Sensitive City Policy and Strategy continues to be developed, which will represent a consolidation of Council's Riparian Policy (2004), Integrated Water Cycle Management Policy and Strategy (2008) and Interim Water Recycling and Reuse Policy (2011). Activities from Council's Integrated Water Cycle Management Policy and Strategy continue to be implemented, including the installation of sediment and filter basins and biofilter gardens, creek stabilisation works, weed removal, stormwater harvesting projects, community engagement through the Water Smart program and creek water quality and macroinvertebrate sampling.</p> <p>Reason</p> <p>Competing work priorities and staff vacancies has delayed the progress on the Water Sensitive City Policy and Strategy.</p> <p>Remedial Action</p> <p>A framework for the Water Sensitive Policy and Strategy has been completed. Staff resources will be allocated to this Task in the next period.</p>


Operational Plan Tasks

Code	Description	Progress	Comments
N3.1.1.2.1	<p>Finalise the Water Sensitive City Policy and Strategy and implement priority actions.</p> <p>Responsible Officer: Manager Environment & Sustainability</p>	 40%	<p>Council's Water Sensitive City Policy and Strategy continues to be developed, that will represent a consolidation of Council's Riparian Policy (2004), Integrated Water Cycle Management Policy and Strategy (2008) and Interim Water Recycling and Reuse Policy (2011).</p> <p>Reason</p> <p>Competing work priorities and staff vacancies has delayed the progress on this Task.</p> <p>Remedial Action</p> <p>A framework for the Water Sensitive Policy and Strategy have been completed. Staff resources will be allocated to this Task in the next period.</p>
N3.1.1.2.2	<p>Implement stream health monitoring program.</p> <p>Responsible Officer: Temporary Team Leader Natural Areas</p>	 50%	<p>The spring 2015 stream health monitoring was undertaken with samples collected from Cowan Creek, Ku-ring-gai Creek, Lovers Jump Creek, Moores Creek, Gordon Creek, Blackbutt Creek and Quarry Creek. Results will be available on Council's website during the first half of 2016.</p>


Critical Action

Code	Description	Progress	Comments
N3.1.1.3	Ensure maintenance programs are in place for Council's Water Sensitive Urban Design (WSUD) devices. <i>Responsible Officer: Director Operations</i>	 50%	The service contract is currently in place and is progressing in accordance with the adopted cleaning schedule.


Operational Plan Tasks

Code	Description	Progress	Comments
N3.1.1.3.1	Maintain WSUD Devices in accordance with adopted service contract. <i>Responsible Officer: Director Operations</i>	 50%	Clearing of Pollution Control Devices are being maintained in accordance with the service contract.

Critical Action


Code	Description	Progress	Comments
N3.1.1.4	Ensure water harvesting devices are operating to capacity. <i>Responsible Officer: Director Operations</i>	 50%	All water harvesting systems have been audited and any issues documented. Council's Irrigation/Turf Technical Officer has been monitoring performance of these systems weekly and reporting any changes that are required. Additional funding has been allocated this year to ensure ongoing maintenance and repair of pumps and tanks and a program is being developed for an annual maintenance schedule.

Operational Plan Tasks


Code	Description	Progress	Comments
N3.1.1.4.1	Review efficiency of facilities and report on frequency of maintenance. <i>Responsible Officer: Manager Open Space Operations</i>	 50%	During spring and summer all water harvesting systems were monitored daily online and any issues documented and repaired. All automatic systems were audited by Council's Irrigation/Turf Technical Officer monthly. All areas of non compliance are dealt with within 3 days to ensure water harvesting systems are fully operational and working to capacity.

Term Achievement: Ecological protection of our waterways is integrated within land-use planning.

Critical Action

Code	Description	Progress	Comments
N3.1.2.1	<p>Implementation of Council's Riparian Policy.</p> <p>Responsible Officer: Director Strategy & Environment</p>	 <p>50%</p>	<p>Council's Riparian Policy has been incorporated into the Principal Development Control Plan (DCP) and will be incorporated into Council's Water Sensitive City (WSC) Policy and Strategy, currently in draft format. This provides the basis for more sustainable outcomes in subdivision developments and for development applications where streams, watercourses and riparian zones are present.</p>

Operational Plan Tasks


Code	Description	Progress	Comments
N3.1.2.1.1	<p>Implement riparian provisions as part of Council's Water Sensitive City Policy and Strategy.</p> <p>Responsible Officer: Temporary Team Leader Natural Areas</p>	 <p>50%</p>	<p>Reference to Council's riparian provisions have been included within Council's draft Water Sensitive City Policy and Strategy. These provisions are currently being implemented as a result of their incorporation into the Ku-ring-gai Local Environmental Plans. With any relevant updates being made, as part of the Ku-ring-gai Local Environmental Plan town centre and principal consolidation process.</p>

Issue: Climate Change.

Long Term Objective: A community addressing and responding to the impacts of climate change and extreme weather events.

Term Achievement: The community is effectively informed and engaged on climate change issues.


Critical Action

Code	Description	Progress	Comments
N4.1.1.1	<p>Programs are being implemented to build community resilience to the impacts of climate change and extreme weather events.</p> <p>Responsible Officer: Director Strategy & Environment</p>	 <p>70%</p>	<p>Since its inception in 2012, Council's Climate Wise Communities (CWC) program has successfully informed and educated the community, businesses and partner Councils about the impacts of severe weather events as a result of climate change.</p>

Key Achievements


Council's Climate Wise Communities program has delivered workshops and community events to 445 Ku-ring-gai residents or members of the business community since its commencement. It is aimed at building resilience to the impacts of severe weather events as a result of a changing climate. The current phase of the CWC program has seen Council support seven partner councils in delivering CWC workshops in their local areas, deliver capacity building workshops to 175 council and agency staff and present the program to 240 conference/ seminar attendees.

Operational Plan Tasks


Code	Description	Progress	Comments
N4.1.1.1.1	<p>Deliver the Climate Wise Communities program.</p> <p>Responsible Officer: Manager Environment & Sustainability</p>	 <p>70%</p>	<p>The current phase of the Climate Wise Communities (CWC) program, funded by the Ministry of Police and Emergency Services, is near completion. Over the past six months the CWC program has delivered six workshops/ community events to assist Ku-ring-gai residents to build their resilience to the impacts of severe weather events, including bush fires, attracting 204 participants. Council has also supported the seven partner councils participating in this phase of the CWC program to deliver CWC workshops in their areas. The CWC workshop model and associated materials will soon be available on a CWC website. The CWC program has been subject to an independent review by Macquarie University, which will inform the final report to the grant agency for this phase of the program.</p>

Term Achievement: Council's vulnerability to climate change is reduced.

Critical Action

Code	Description	Progress	Comments
N4.1.2.1	<p>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</p> <p>Responsible Officer: <i>Director Strategy & Environment</i></p>	 <p>50%</p>	<p>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 will be incorporated into Council's Climate Change Adaptation Strategy, which is currently being finalised. The viability of developing a community volunteer network to respond to extreme weather events continues to be investigated through interviews with the Local Emergency Management Committee (LEMC) and local community groups.</p>

Operational Plan Tasks


Code	Description	Progress	Comments
N4.1.2.1.1	<p>Pursue viable opportunities for a community volunteer network to respond to extreme weather events.</p> <p>Responsible Officer: <i>Manager Environment & Sustainability</i></p>	 <p>50%</p>	<p>A series of interviews have been undertaken with members of community groups and the Local Emergency Management Committee (LEMC) regarding the viability of a community volunteer network in Ku-ring-gai, setup to respond to severe weather events. From a survey of eight members of the LEMC, there appears to be a dichotomy in members' views as to the relevance or need for the LEMC to participate in community engagement activities. All, however, agreed that if community engagement was deemed to be an activity that the LEMC should undertake, existing community networks would be a useful mechanism for disseminating information.</p> <p>Interviews with local community groups are under way to gauge their interest in participating in the sharing of information about emergency management.</p> <p>At this point there is enough support within the LEMC to pursue the community networks further, especially in determining how engaging with the community will benefit the overarching objectives of the LEMC and its implementation of the National Strategy for Disaster Resilience.</p>

Issue: Sustainable Resource Management.




Long Term Objective: A community progressively reducing its consumption of resources and leading in recycling and reuse.

Term Achievement: The community is responsible and engaged in improved recycling and reduction in resource use.

Critical Action


Code	Description	Progress	Comments
N5.1.1.1	Recycling services are provided and waste recycling and avoidance education is enhanced. <i>Responsible Officer: Director Operations</i>	 60%	Council's successful waste education programs continued including domestic recycling for units, e-waste collection, event waste recovery and schools waste education programs.

Operational Plan Tasks


Code	Description	Progress	Comments
N5.1.1.1.1	Deliver community waste education programs and report on recycling/diversion targets. <i>Responsible Officer: Manager Waste</i>	 50%	Council's Waste Recovery programs continued including domestic recycling, event waste recovery and e-waste collection. Council's waste education program for schools is also continuing.
N5.1.1.1.2	Deliver grant funded Waste Less Recycle More projects. <i>Responsible Officer: Director Operations</i>	 35%	There has been a delay in Waste Less Recycle More projects due to the recruitment of a new Projects Officer being unsuccessful and requiring re-advertising. Reason This Task has been delayed due to limited staff resources. Remedial Action The recruitment process for the Projects Officer position will take place in the next period.
N5.1.1.1.3	Participate in the NSROC Regional Waste Disposal Contract and Regional Waste Plan actions. <i>Responsible Officer: Director Operations</i>	 95%	The Tender process was completed during the reporting period and the Disposal Contract is now operational. Council is participating in a Regional Waste program.

Term Achievement: The community is responsible and engaged in energy and water conservation and efficiency programs.

Critical Action

Code	Description	Progress	Comments
N5.1.2.1	Implement educational programs to assist the community to reduce energy and water. <i>Responsible Officer: Director Strategy & Environment</i>	 50%	Council continued to deliver the Smart Units, Energy Smart Savers and Water Smart programs, to assist the community to reduce energy and water use. This round of the Smart Units program will see 4 Ku-ring-gai unit blocks receive rebates for energy and / or water audits and energy and/ or water saving projects. Over the past 6 months, 7 rainwater tank rebates were awarded as part of the Water Smart program, equating to 29.25 kilolitres of tank capacity. The Energy Smart Savers program launched a broader program of rebates for Ku-ring-gai residents who replace inefficient pool pumps with highly efficient models. Between July and December 2015, 41 energy efficient pool pumps have been installed, projected to result in an annual reduction of 79.91 megawatt-hours (MWh) in electricity consumption and 85.01 tonnes of CO2.

Operational Plan Tasks

Code	Description	Progress	Comments
N5.1.2.1.1	<p>Deliver community energy reduction and water conservation programs.</p> <p>Responsible Officer: <i>Manager Environment & Sustainability</i></p>	 50%	<p>The energy and water savings achieved by the Ku-ring-gai community with support from Council are growing. Following the popularity and success of a pilot round in early 2015, Council's Energy Smart Savers program launched a broader program of rebates for Ku-ring-gai residents who replace inefficient pool pumps with highly efficient models. Between July and December 2015 rebates totalling \$10,250 have supported the installation of 41 energy efficient pool pumps with investment by residents in these pumps and associated accessories totalling \$51,600. It is expected that these new pumps will result in a combined annual reduction of electricity consumption of 79.91 megawatt-hours (MWh) and CO2 reduction of 85.01 tonnes. Through the Energy Smart Savers program an information evening on solar power and storage for home owners was held which attracted 72 attendees. Over the past 6 months, 7 rainwater tank rebates were awarded as part of the Water Smart program, equating to 29.25 kilolitres of tank capacity. The Water Smart program delivered four events (one on rainwater tanks, two on water-sensitive garden design and another on green roofs and walls) with 83 attendees in total.</p> <p>Rebates from Council through its Water Smart program also supported the installation of seven rainwater tanks in the community which have a combined capacity of 45,425 litres and will reduce stormwater impacts on local waterways. The Water Smart program conducted four events (one on rainwater tanks, two on water-sensitive garden design and another on green roofs and walls) with 83 attendees in total.</p> <p>Sustainability support through the Smart Units program is now delivered in a new format which provides rebates for energy and water saving actions implemented by apartment blocks, with an additional rebate toward the cost of the initial audit to be paid following the submission of 12 months of data for measurement and analysis. Following a call for expressions of interest, four Ku-ring-gai apartment blocks are currently being recruited into this new phase of the program. These blocks will complete the implementation of the actions recommended during the audit phase by 15 October 2016.</p>


Theme: Places, Spaces and Infrastructure

Issue: Preserving the unique visual character of Ku-ring-gai.


Long Term Objective: Ku-ring-gai's unique visual character and identity is maintained.


Term Achievement: Opportunities are provided to our community to contribute to plans for enhancing the local area and visual amenity of our centres.

Critical Action


Code	Description	Progress	Comments
P1.1.1.1	Engage with community in masterplanning and design process for the local area. <i>Responsible Officer: Director Strategy & Environment</i>	 50%	Following a successful public consultation campaign, Council has adopted the concept plan for the revitalisation of The Mall Shops, Warrimoo Avenue, St Ives Chase. Detailed documentation is currently underway and it is envisaged that tenders for construction shall be called towards the end of the fourth quarter. Additionally, Council has adopted the concept plan for the revitalisation of the Babbage Road Shops, Roseville Chase. Once again, detailed documentation is currently underway and it is envisaged that tenders for construction shall be called towards the end of the fourth quarter.

Operational Plan Tasks


Code	Description	Progress	Comments
P1.1.1.1.1	Engage with key stakeholders and the community in the revitalisation of our neighbourhood centres. <i>Responsible Officer: Manager Strategic Projects</i>	 50%	Key stakeholders and the community were consulted during the first quarter on designs to revitalise The Mall Shops, Warrimoo Avenue St Ives Chase. During the second quarter Council resolved to approve the concept plan, which will be documented in detail for construction tender during the third and fourth quarters. Council also adopted a concept plan for consultation during the first quarter to revitalise the Babbage Road Shops, Roseville Chase. Babbage Road business owners and the community were consulted during the second quarter, including written surveys. The plans will be documented in detail for construction tender during the third and fourth quarters.

P1.1.1.1.2	Implement neighbourhood centres programs. Responsible Officer: Director Strategy & Environment	 50%	<p>During the period consultations were held on the designs to revitalise The Mall Shops, Warrimoo Avenue, St Ives Chase with key stakeholders and the community.</p> <p>Council resolved to approve the concept plan, which will be documented in detail allowing for tendering for construction during the third and fourth quarters.</p> <p>Council also adopted a concept plan for consultation during the first quarter to revitalise the Babbage Road Shops, Roseville Chase. Babbage Road business owners and the community were consulted during the second quarter, including written surveys. The plans will be documented in detail for construction tender during the third and fourth quarters.</p>
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Critical Action

Code	Description	Progress	Comments
P1.1.1.2	Invoking community pride in our local and civic centres. Responsible Officer: Director Strategy & Environment	 50%	<p>Following a successful public consultation campaign, Council has adopted the concept plan for the revitalisation of The Mall Shops, Warrimoo Avenue, St Ives Chase. Detailed documentation is currently underway and it is envisaged that tenders for construction shall be called towards the end of the fourth quarter.</p> <p>Additionally, Council has adopted the concept plan for the revitalisation of the Babbage Road Shops, Roseville Chase. Once again, detailed documentation is currently underway and it is envisaged that tenders for construction shall be called towards the end of the fourth quarter.</p>


Operational Plan Tasks

Code	Description	Progress	Comments
P1.1.1.2.1	Develop concept plans for the neighbourhood centres informed by community engagement. Responsible Officer: Manager Strategic Projects	 50%	<p>Following consultation with key stakeholders and the community during the first quarter on designs to revitalise The Mall Shops, Warrimoo Avenue, St Ives Chase, Council resolved during the second quarter to approve the concept plan, which will be documented in detail for construction tender during the third and fourth quarters.</p> <p>Council also adopted a concept plan for consultation during the first quarter to revitalise the Babbage Road Shops, Roseville Chase. Babbage Road business owners and the community were consulted during the second quarter, including written surveys. The plans will be documented in detail for construction tender during the third and fourth quarters.</p>


Critical Action

Code	Description	Progress	Comments
P1.1.1.3	Develop an agreed level of service for removal of graffiti and cleaning of areas to instil community pride. <i>Responsible Officer: Director Operations</i>	 50%	Information is being recorded and tracked in VandalTrak System. Requests are being actioned successfully by Council Trades staff in accordance with policy adopted timeframes for removal.


Operational Plan Tasks

Code	Description	Progress	Comments
P1.1.1.3.1	Overview Graffiti Removal response and report six monthly on actual vs targets for removal of graffiti on public land <i>Responsible Officer: Manager Engineering Operations</i>	 50%	Information is being recorded and tracked in VandalTrak System. Requests are being actioned successfully by Council Trades Staff.

Critical Action


Code	Description	Progress	Comments
P1.1.1.4	Ensure compliance with Tree Management Policy. <i>Responsible Officer: Director Operations</i>	 50%	Council has received a total of 2,113 tree related requests for this reporting period. A breakdown of these requests are outlined below: * 554 Private Tree Works requests * 125 Potential Breach of policy inspections * 896 Public tree works requests * 116 fallen trees from Council land * 422 fallen branches from Council land

Operational Plan Tasks



Code	Description	Progress	Comments
P1.1.1.4.1	Implement the Tree Preservation Order and report on response times against targets for Tree Preservation Order requests. <i>Responsible Officer: Manager Open Space Operations</i>	 50%	A total of 554 applications for tree works were received for this reporting period and 125 potential breaches of the tree preservation policy were inspected.


Term Achievement: Strategies, plans and processes are in place to protect and enhance Ku-ring-gai's unique landscape character.

Critical Action

Code	Description	Progress	Comments
P1.1.2.1	<p>Improve and implement strategies, plans and processes to protect and enhance Ku-ring-gai's unique landscape character.</p> <p>Responsible Officer: Director Strategy & Environment</p>	 42%	<p>The review of the Local Centre Development Control Plan (DCP) is progressing which will align the landscaping controls with the upgraded controls introduced into the principal DCP.</p> <p>Biodiversity issues have been investigated and assessed as part of the review and preparation of planning proposals, including those for 45-47 Tennyson Avenue and 105 Eastern Road, Turramurra (Aldi) and the Ku-ring-gai Local Environmental Plan 2015 (KLEP) deferred areas that have been reported back to Council in November/ December 2015.</p> <p>Reason</p> <p>The offset policy is in its preliminary draft stage. Key requirements to facilitate the tracking of the no net loss of biodiversity have been identified and internal consultation has commenced in order to establish the required tracking systems.</p> <p>Remedial Action</p> <p>The offset policy and the creation of the required tracking systems has been delayed due to competing work priorities and staff vacancies and lack of state government policy direction.</p>


Operational Plan Tasks

Code	Description	Progress	Comments
P1.1.2.1.1	<p>Continue to review existing strategies and plans.</p> <p>Responsible Officer: Manager Urban Planning</p>	 50%	<p>The review of the Local Centre Development Control Plan (DCP) is progressing which will align the landscaping controls with the upgraded controls introduced into the principal DCP.</p> <p>Biodiversity issues have been investigated and assessed as part of the review and preparation of planning proposals, including those for 45-47 Tennyson Avenue and 105 Eastern Road, Turramurra (Aldi) and the Ku-ring-gai Local Environmental Plan 2015 deferred areas that have been reported back to Council in November/ December 2015.</p>
P1.1.2.1.2	<p>Protection of the unique landscape character through the development assessment process is consistent with State and local government controls.</p> <p>Responsible Officer: Manager Development Assessment Services</p>	 50%	<p>Landscape and ecological assessments of development applications are undertaken 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>


P1.1.2.1.3	Implement and monitor biodiversity offset policy. Responsible Officer: <i>Manager Environment & Sustainability</i>	 25%	The biodiversity offset policy is in its preliminary draft stage. Key requirements to facilitate the tracking of the no net loss of biodiversity have been identified and internal consultation has commenced in order to establish the required tracking systems. Reason The policy and the creation of the required tracking systems has been delayed due to competing work priorities and staff vacancies. Remedial Action Staff resources will be re-directed to this policy in the next quarter.
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Term Achievement: Place making programs are being implemented for selected Council owned areas.

Critical Action

Code	Description	Progress	Comments
P1.1.3.1	Undertake a coordinated program of beautification and revitalisation. Responsible Officer: <i>Director Strategy & Environment</i>	 50%	During the reporting period Council's program for 2015/16 continued to schedule.

Operational Plan Tasks


Code	Description	Progress	Comments
P1.1.3.1.1	Report quarterly on established project teams and status of milestones for improvement works for neighbourhood centres consistent with place making. Responsible Officer: <i>Director Strategy & Environment</i>	 50%	During the first quarter consultations were held on the designs to revitalise The Mall Shops, Warrimoo Avenue, St Ives Chase with key stakeholders and the community. During the second quarter Council resolved to approve the concept plan, which will be documented in detail allowing for tendering for construction during the third and fourth quarters. Council also adopted a concept plan for consultation during the first quarter to revitalise the Babbage Road Shops, Roseville Chase. Babbage Road business owners and the community were consulted during the second quarter, including written surveys. The plans will be documented in detail for construction tender during the third and fourth quarters.

Issue: Managing Urban Change.



Long Term Objective: A robust planning framework is in place to deliver quality design outcomes and maintain the identity and character of Ku-ring-gai.

Term Achievement: Land use strategies, plans and processes are in place to effectively manage the impact of new development

Critical Action


Code	Description	Progress	Comments
P2.1.1.1	Develop plans and strategies that respond to the impacts of urban development. <i>Responsible Officer: Director Strategy & Environment</i>	 50%	Staff have provided input into technical workshops for the Sydney North Sub District as part of the implementation of a Plan for Growing Sydney. The review of the Local Centres Local Environmental Plan (LEP) and Development Control Plan (DCP) has been ongoing with further workshops with staff from the Development and Regulation Department.

Operational Plan Tasks




Code	Description	Progress	Comments
P2.1.1.1.1	Respond to State Government Planning initiatives and reforms, including the new Planning Legislation. <i>Responsible Officer: Manager Urban Planning</i>	 50%	Relevant Council planning staff participated in a series of technical working groups for the planning of the Sydney North Sub District as part of the implementation of A Plan for Growing Sydney. A submission was prepared on the NSW Government Pre-Gateway Review Findings and Recommendation Report.
P2.1.1.1.2	Implement and monitor the Local Environmental Plans and supporting Development Control Plans <i>Responsible Officer: Manager Urban Planning</i>	 50%	The review of the Local Centres Local Environmental Plan (LEP) and Development Control Plan (DCP) has been ongoing with further workshops with staff from the Development and Regulation Department. On December 8, 2015 Council resolved to proceed with the proposal and seek a Gateway Determination to enable a formal exhibition of the areas. Additional zoning changes to the other two deferred areas, 'The Briars', Wahroonga and land at Killara Golf Club, are being further reviewed for a report back to Council in 2016.

Term Achievement: Community confidence has continued in our assessment, regulatory and environmental processes.


Critical Action

Code	Description	Progress	Comments
P2.1.2.1	Applications are assessed in accordance with State and local plans. <i>Responsible Officer: Director Development & Regulation</i>	 50%	All applications are assessed by qualified professional staff and all recommendations are peer reviewed to ensure consistency and that the relevant legislation is upheld.


Operational Plan Tasks

Code	Description	Progress	Comments
P2.1.2.1.1	Assessments are of a high quality, accurate and consider all relevant legislative requirements. <i>Responsible Officer: Director Development & Regulation</i>	 50%	Council's assessments are of a high standard and this is supported by the fact that Council continues to achieve a high success rate in the Land and Environment Court. In the majority of cases Council's original position is vindicated and substantial amendments are effected resulting in improved environmental outcomes.
P2.1.2.1.2	Manage the number of outstanding applications. <i>Responsible Officer: Director Development & Regulation</i>	 50%	More than 700 applications were determined year to date which is a 15% increase compared to the same period in 2014. Council's pre-DA service is proving to be very popular with 123 applications processed year to date while another 42 are under assessment.
P2.1.2.1.3	Determine applications in an effective and efficient manner and within agreed timeframes. <i>Responsible Officer: Director Development & Regulation</i>	 50%	The processing time for all applications from July to December 2015 was a median of 57 days. This is a decrease compared to 60 days for the previous quarter and is well below the performance target of 80 days. There was a significant increase in undetermined applications compared with the previous quarter (251 vs. 349) . However, this is a cyclical surge of development activity which is normally associated with the lead up to the Christmas holidays.

Critical Action

Code	Description	Progress	Comments
P2.1.2.2	Provide Regulatory Services consistent with State and local controls. <i>Responsible Officer: Director Development & Regulation</i>	 50%	Regulatory actions are provided in accordance with Council's adopted policies and legislative responsibilities.

Operational Plan Tasks


Code	Description	Progress	Comments
P2.1.2.2.1	Regulatory action is undertaken in accordance with Council's Compliance Policy. <i>Responsible Officer: Manager Compliance & Regulation</i>	 50%	The Rangers section of Council has delivered consistency in reference to administering State and Local legislation and policies.

Issue: Quality Urban Design and Development.



Long Term Objective: The built environment delivers attractive, interactive and sustainable living and working environments.


Term Achievement: A high standard of design quality and building environmental performance is achieved in new development.

Critical Action


Code	Description	Progress	Comments
P3.1.1.1	Review and refine Local Environmental Plans (LEPs) and Development Control Plans (DCPs) to facilitate quality urban design outcomes. <i>Responsible Officer: Director Strategy & Environment</i>	 50%	The review of the Local Centres Development Control Plan (DCP) has been ongoing with cross-organisational input and with a particular focus on design standards for residential flat buildings. This included ensuring consistency with the new Apartment Design Guidelines under SEPP 65. Advice and information sharing between departments occur on a continuous basis to ensure that Council's planning controls remain current and can be effectively applied. Applications are assessed by suitably qualified staff and all recommendations are independently peer reviewed to ensure high quality urban design outcomes that meet Council and NSW planning controls.

Operational Plan Tasks



Code	Description	Progress	Comments
P3.1.1.1.1	Monitor and review design quality standards in Council's Local Environmental Plans and Development Control Plans. <i>Responsible Officer: Manager Urban Planning</i>	 50%	In July 2015 an amendment of SEPP 65 - Design Quality of Residential Apartment Development and the new Apartment Design Guide has formalised standard State-wide provisions for Residential Flat Buildings. Specialised training for Council staff on the policy reforms was held in November 2015.
P3.1.1.1.2	Provide strategic advice on Development Applications (DAs) and pre-Development Applications. <i>Responsible Officer: Director Development & Regulation</i>	 50%	Advice and information sharing between Departments occur on a continuous basis to ensure that Council's planning controls remain current and can be effectively applied.

P3.1.1.1.3	Design outcomes are assessed against the objectives of adopted Local Environmental Plan's and Development Control Plan's. Responsible Officer: Director Development & Regulation	 50%	Applications are assessed by suitably qualified staff and all recommendations are independently peer reviewed to ensure high quality urban design outcomes that meet Council and NSW planning controls.
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Critical Action

Code	Description	Progress	Comments
P3.1.1.2	Council progressively encourages sustainability design principles into the development application process. Responsible Officer: Director Strategy & Environment	 50%	Council's Smart Homes suite of web resources is a one-stop shop for anyone looking to incorporate sustainability into their house renovation, retrofit or rebuild. There is close cooperation between relevant departments to ensure sustainability design principles are encouraged and promoted in the development application (DA) process, including the very popular pre-DA service. The Smart Home resources are primarily promoted through project home builders, architects, town planners, private certifiers and developers that residents use.


Operational Plan Tasks

Code	Description	Progress	Comments
P3.1.1.2.1	Develop resources on sustainable building design for residents. Responsible Officer: Manager Environment & Sustainability	 50%	Council's Smart Homes suite of web resources is a one-stop shop for anyone looking to incorporate sustainability into their house renovation, retrofit or rebuild. Picture guides and information is available on the entire home, its building envelope, the kitchen/dining area, the bathroom/toilet/laundry, the living room, the backyard, planning regulations and climatic influences. These web resources are updated as required.
P3.1.1.2.2	Promote the principles of sustainable building design in the pre-Development Application process. Responsible Officer: Manager Environment & Sustainability	 50%	There is close cooperation between relevant departments to ensure sustainability design principles are encouraged and promoted in the development application process. Council's very popular pre-DA service has been identified as an effective vehicle to introduce sustainability principles and promote the real long term benefits of environmentally sensitive design.

Critical Action

Code	Description	Progress	Comments
P3.1.1.3	Design quality and sustainable design is promoted through events or other activities. <i>Responsible Officer: Director Strategy & Environment</i>	 50%	In October 2015, Council held its first Speed Date a Sustainability Expert event for residents who are planning to build or improve the sustainability of their homes. On the day, 47 individuals or groups booked in for more than 100 free 'dates' with 18 experts in fields such as sustainable architecture, productive gardening, solar power, energy efficiency, green roofs and walls and water sensitive gardening.

Operational Plan Tasks

Code	Description	Progress	Comments
P3.1.1.3.1	Implement a design quality and sustainable design event program. <i>Responsible Officer: Manager Environment & Sustainability</i>	 50%	More information and case studies have been added to the Ku-ring-gai Council Smart Homes online guide since its launch in 2015, increasing its usefulness as a source of information for residents considering building, renovating or retrofitting new homes. In October 2015, Council held its first Speed Date a Sustainability Expert event for residents who are planning to build or improve the sustainability of their homes. On the day, 47 individuals or groups booked in for more than 100 free 'dates' with 18 experts in fields such as sustainable architecture, productive gardening, solar power, energy efficiency, green roofs and walls and water sensitive gardening. Evaluation results show that 88% of survey respondents rated the event as "very good" or "excellent". Work is currently under way to offer an additional service through Smart Homes where residents submitting a pre-DA or DA paperwork will be offered a \$200 rebate for engaging a building sustainability assessor (from a list compiled by Council) for advice on how to make their building plans more sustainable.




Issue: Revitalisation of our centres.



Long Term Objective: Our centres offer a broad range of shops and services and contain lively urban village spaces and places where people can live, work, shop, meet and spend leisure time.

Term Achievement: Plans to revitalise local centres are being progressively implemented and achieve quality design outcomes in collaboration with key agencies, landholders and the community.


Critical Action

Code	Description	Progress	Comments
P4.1.1.1	<p>Council proactively works with owners, developers and agencies of the local centres to achieve quality design outcomes. (e.g. through voluntary planning agreements, education)</p> <p><i>Responsible Officer: Director Strategy & Environment</i></p>	 30%	<p>Council continued to actively work with the community and stakeholders to deliver quality design outcomes for the local centres.</p> <p>Reason</p> <p>The Task for reviewing the revised Footpath and Outdoor Dining policy commenced with a initial meeting during the last reporting period in preparation for review, however competing priorities has meant the project has not progressed.</p> <p>Remedial Action</p> <p>Allocation of staff time and resources will be made to prepare and report a revised Footpath and Outdoor Dining policy in the second quarter.</p>




Operational Plan Tasks

Code	Description	Progress	Comments
P4.1.1.1.1	<p>Implement a place management approach to coordinate works and achieve quality outcomes for improvements to local centres.</p> <p>Responsible Officer: <i>Manager Urban Planning</i></p>	 <p>50%</p>	<p>During the period Council undertook the following in Lindfield and Gordon as part of Activate Lindfield and Activate Gordon:</p> <ul style="list-style-type: none"> - ongoing meetings and liaison with representatives of a local community group (Support Lindfield). - ongoing liaison with Transport for NSW regarding commuter car parking in Lindfield. - meetings with representatives of Lindfield 2nd and 3rd Scouts. - meetings with representatives of Ku-ring-gai Youth Development Service (KYDS) to determine their spatial requirements within the new Lindfield Hub building. - workshops and meetings with arts and cultural groups working within Ku-ring-gai. - a Ku-ring-gai wide phone survey of 400 people canvassing resident's use and needs for cultural facilities. - On September 18, 2015 staff undertook a small event in Lindfield as part of an International event known as PARK(ing) day.
P4.1.1.1.2	<p>Complete review and monitor Council's Outdoor Dining and Goods on Footpath Policy ensuring it is consistent with Council's Public Domain Plan.</p> <p>Responsible Officer: <i>Manager Urban Planning</i></p>	 <p>10%</p>	<p>This Task has not been progressed during the reporting period.</p> <p>Reason</p> <p>Due to a lack of staff resources and other competing strategic planning priorities, this Task has not progressed.</p> <p>Remedial Action</p> <p>In early 2016 this project will be reviewed. Staff resources and funding will be allocated to commence the review of the Council's Outdoor Dining and Goods on Footpath Policy.</p>

Critical Action


Code	Description	Progress	Comments
P4.1.1.2	<p>The Master Plan for the Turramurra Centre and surrounding precincts is implemented.</p> <p>Responsible Officer: <i>Director Strategy & Environment</i></p>	 <p>47%</p>	<p>Plans to revitalise the Turramurra Centre are being progressively implemented to achieve quality design outcomes in collaboration with key agencies, landholders and the community. In December 2015 Council resolved to exhibit a master plan for a precinct between Ray Street, Turramurra and the rail line. This master plan proposes a new branch library and multi-purpose community centre.</p>

Operational Plan Tasks


Code	Description	Progress	Comments
P4.1.1.2.1	<p>Progress master planning for the Turramurra Centre and surrounding precincts.</p> <p>Responsible Officer: <i>Manager Urban Planning</i></p>	 50%	<p>All master plan documents have been prepared ready for public exhibition. Work has been completed to further assess financial feasibility of the master plan. The results of this study were reported to the Ordinary Meeting of Council on 8 December 2015 and Council resolved to finalise the master plan and place it on public exhibition in the first half of 2016.</p> <p>A traffic and transport study has also commenced for the Turramurra Local Centre and this will be exhibited at the same time as the master plan.</p>
P4.1.1.2.2	<p>Engage with key community stakeholders to identify the requirements for new community facilities and infrastructure.</p> <p>Responsible Officer: <i>Manager Urban Planning</i></p>	 50%	<p>Work is progressing on the delivery of new community facilities in Lindfield, Gordon and Turramurra local centres. Over the last six months Council has adopted a preferred option for the Lindfield Community Hub which will deliver a new branch library and multi-purpose community centre within a new community Hub building on Bent Street. In December 2015 Council resolved to exhibit a master plan for a precinct between Ray Street, Turramurra and the rail line. This master plan proposes a new branch library and multi-purpose community centre. Planning has also commenced for a cultural hub in Gordon that will provide a range of facilities in a central location to serve the large number of artists and cultural groups operating within the Ku-ring-gai local government area.</p> <p>During the period a report on community services within Turramurra was completed. This report examined the current HACC service providers in Turramurra including Meals on Wheels, Community Transport and Easy Care Gardening. The study involved detailed discussions with representatives from the groups as well as board members and users to determine their space and facility requirements. The study recommends a number of accommodation options. The findings of the study will be exhibited as part of the Turramurra master plan.</p>
P4.1.1.2.3	<p>Finalise the reclassification of identified lands as resolved by Council.</p> <p>Responsible Officer: <i>Manager Urban Planning</i></p>	 40%	<p>This Task has been delayed during the reporting period. A report was presented to the Ordinary Meeting of Council on 8 December 2015 which recommended amendments to the planning proposal in relation to Ray Street, Turramurra. Council adopted these recommendations and an amended planning proposal will be prepared in early 2016.</p> <p>Reason</p> <p>This Task has been delayed due to additional analysis being required to confirm the financial feasibility of the master plan. It is now proposed to exhibit the master plan in the first half of 2016 which will allow the reclassification process to commence in the second half of 2016.</p> <p>Remedial Action</p> <p>This Task will be further progressed in early 2016.</p>

Term Achievement: 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.

Critical Action


Code	Description	Progress	Comments
P4.1.2.1	<p>Investigate a master planning process for the St Ives and surrounding precincts.</p> <p>Responsible Officer: Director Strategy & Environment</p>	 <p>0%</p>	<p>This has been delayed as a formal planning proposal from the owners of the St Ives Shopping Village has not been received.</p> <p>Investigation of the master planning process has commenced via the Activate Lindfield Process that can be applied to the St Ives Master Planning process.</p> <p>Other planning and legislative actions have commenced in a stage approach (where possible) as per Councils' resolutions.</p> <p>Reason</p> <p>A formal planning proposal has not been submitted by the St Ives Shopping centre.</p> <p>Remedial Action</p> <p>Other planning and legislative actions have commenced in a staged approach (where possible) as per Councils' resolutions. Activate Lindfield has provided a model for consultation and research - some of these principles could be adopted for the St Ives master planning process.</p>

Operational Plan Tasks



Code	Description	Progress	Comments
P4.1.2.1.1	<p>Review a formal planning proposal from the owners of the St Ives Shopping Village when received.</p> <p>Responsible Officer: Manager Urban Planning</p>	 <p>25%</p>	<p>This Task has been delayed as a formal planning proposal from the owners of the St Ives Shopping Village has not been received.</p> <p>Reason</p> <p>A formal planning proposal from the owners of the St Ives Shopping Village has not been received.</p> <p>Remedial Action</p> <p>Further correspondence with the owners of the St Ives Shopping Village has been undertaken.</p>

Term Achievement: An improvement plan for Gordon Centre is being progressively implemented in collaboration with owners, businesses and state agencies.

Critical Action


Code	Description	Progress	Comments
P4.1.3.1	A Master Plan is in place for a community hub within the Gordon Town Centre to accommodate cultural and arts activities and promote social interaction is developed. <i>Responsible Officer: Director Strategy & Environment</i>	 75%	Consultants have completed a preliminary feasibility assessment for the Gordon Civic and Cultural Hub. The study examines three development options and potential sources of funding and the results of the study and consultation were reported to Council on 15 December 2015. Over the last six months a wide range of arts and cultural stakeholders have been engaged in consultation and 400 residents participated in a phone survey seeking information on resident's needs for cultural facilities.

Operational Plan Tasks

Code	Description	Progress	Comments
P4.1.3.1.1	Engage with stakeholders and undertake a needs analysis and scoping study for a civic/cultural hub in Gordon. <i>Responsible Officer: Manager Urban Planning</i>	 100%	This Task was completed during the reporting period. Over the last six months a wide range of arts and cultural stakeholders have been engaged through one-on-one meetings, forums and surveys; in addition 400 residents participated in a phone survey seeking information on resident's needs for cultural facilities.
P4.1.3.1.2	Commence preparation of a master plan for the civic/cultural hub in Gordon including a feasibility study <i>Responsible Officer: Manager Urban Planning</i>	 50%	This task is progressing to schedule. Consultants have completed a preliminary feasibility assessment for the Gordon Civic and Cultural Hub. The study examines three development options and potential sources of funding. The results of the study were reported to Council on 15 December 2015.

Term Achievement: An improvement plan for Lindfield Centre is being progressively implemented in collaboration with owners, businesses and state agencies.


Critical Action

Code	Description	Progress	Comments
P4.1.4.1	The Master Plan for the Lindfield Centre and surrounding precincts is implemented. <i>Responsible Officer: Director Strategy & Environment</i>	 50%	A number of actions to progress planning for the Lindfield Centre continued during the reporting period.

Key Achievements

Council on 8 December 2015 Council resolved to undertake a Public Private Partnership to deliver the Lindfield Hub project.

Operational Plan Tasks


Code	Description	Progress	Comments
P4.1.4.1.1	<p>Progress planning for the Lindfield local centre.</p> <p>Responsible Officer: <i>Manager Urban Planning</i></p>	 50%	<p>Council is actively progressing the planning for Lindfield local centre. During this period the following was progressed:</p> <p>At the Ordinary Meeting of Council 23 June 2015 Council adopted a preferred concept design for the Lindfield Village Green and resolved to prepare a planning proposal to reclassify the relevant land to enable the plan.</p> <p>At the Ordinary Meeting of Council 28 July 2015 Council considered options for Council owned land at 259-271 Pacific Highway, Lindfield, and resolved to adopt a preferred option and progress land reclassification and a planning proposal to amend the Ku-ring-gai Local Environmental Plan (KLEP) 2012 provisions to be consistent with the preferred option.</p> <p>In September 2015 Council undertook a market sounding process for Council's preferred option to gain feedback from the private sector.</p> <p>At the Ordinary Meeting of Council 6 October 2015 Council resolved to adopt a preferred development option for the Lindfield Community Hub.</p> <p>At the Ordinary Meeting of Council 10 November 2015 Council resolved to prepare a planning proposal to amend the KLEP 2012 provisions to be consistent with the Lindfield Hub preferred option.</p>

Issue: Heritage that is Protected and Responsibly Managed.



Long Term Objective: Ku-ring-gai's heritage is protected, promoted and responsibly managed.

Term Achievement: Strategies, plans and processes are in place to effectively protect and preserve Ku-ring-gai's heritage assets.


Critical Action

Code	Description	Progress	Comments
P5.1.1.1	<p>Implement, monitor and review Ku-ring-gai's heritage planning provisions.</p> <p>Responsible Officer: <i>Director Strategy & Environment</i></p>	 50%	<p>Implementation and monitoring of Ku-ring-gai heritage provisions is progressing through new heritage listing for items, heritage conservation areas (HCA) and interim heritage orders, with input from the Heritage Reference Committee and the community.</p>


Operational Plan Tasks

Code	Description	Progress	Comments
P5.1.1.1.1	<p>Monitor, identify and respond to gaps in existing heritage strategies, development control plans and local environmental plans.</p> <p>Responsible Officer: <i>Manager Urban Planning</i></p>	 50%	<p>The Planning proposal to include 75 Heritage Items and a HCA on Bobbin Head Road into the Ku-ring-gai Local Environmental Plan 2015 was exhibited and submissions are currently being reviewed for reporting back in early 2016. Additional reviews of the submission on the Middle Harbour Road and Pymble East and west HCAs were completed with reporting back to Council in 2016. Further research and planning work has been undertaken to progress several Interim Heritage Orders including 28 Cook Road, Killara, 27 Finlay Road, Warrawee and 24 Dudley Avenue, Roseville. Council's Heritage Reference Committee has also been consulted in preparing the draft plans.</p>
P5.1.1.1.2	<p>Protection of heritage through the development assessment process is consistent with State and local government controls.</p> <p>Responsible Officer: <i>Manager Development Assessment Services</i></p>	 50%	<p>In the past six months, the number and complexity of applications involving heritage issues increased. This is due to finalisation of the Ku-ring-gai Local Environmental Plan and Development Control Plan (DCP). Apart from adding additional heritage items, the DCP now requires a more thorough assessment of heritage issues. Opportunities to improve processes to address the more detailed DCP requirements are being identified.</p> <p>Heritage assessment continued to be undertaken in accordance with best practice heritage management and in accordance with local and state legislation.</p> <p>Time frames for completion for assessment of heritage applications are being met. Longer time frames are usually a result of amended applications which require further assessment.</p>

Critical Action


Code	Description	Progress	Comments
P5.1.1.2	<p>Protect and effectively manage Ku-ring-gai's Aboriginal heritage assets in conjunction with the Aboriginal Heritage Office.</p> <p>Responsible Officer: <i>Director Strategy & Environment</i></p>	 50%	<p>Council implements a Sensitive Data Access Procedure, facilitates Aboriginal Heritage training (as part of Council's Environmentally Sensitive Lands training program) and regularly updates its Aboriginal site card information to effectively manage Ku-ring-gai's Aboriginal heritage assets.</p>

Operational Plan Tasks


Code	Description	Progress	Comments
P5.1.1.2.1	<p>Deliver management actions and training to protect and manage Aboriginal heritage.</p> <p>Responsible Officer: <i>Manager Environment & Sustainability</i></p>	 50%	<p>Management actions for the protection of Aboriginal heritage include: (i) the implementation of the Sensitive Data Access Procedure, to ensure that Aboriginal heritage data is correctly managed and made easily accessible for the purposes of environmental assessment and planning; (ii) Aboriginal heritage training, for staff to gain competencies in identifying key features of different Aboriginal site types and understanding legislative and statutory requirements and the associated steps in reporting and referring Aboriginal site issues; and (iii) the update of Council's Aboriginal site card information, involving the verification of Aboriginal site conditions. Aboriginal Heritage Awareness training was provided to 11 staff during this reporting period.</p>

Term Achievement: Conservation Management Plans are in place and being implemented for the cultural and heritage assets of the area to ensure their long term viability.

Critical Action


Code	Description	Progress	Comments
P5.1.2.1	<p>Prepare conservation management plans for heritage assets within available resources.</p> <p>Responsible Officer: <i>Director Strategy & Environment</i></p>	 50%	<p>There are no external resources available to fund Conservation Management Plans (CMPs) in 2015/16. In the second half of 2015/16 funding will be sought to update Council's priority list for CMPs of Council owned properties.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
P5.1.2.1.1	<p>Identify resources for the development and implementation of heritage conservation management plans.</p> <p>Responsible Officer: <i>Manager Urban Planning</i></p>	 50%	<p>No external resources to fund CMPs are available to Council in 2015/16. In the second half of 2015/16 applications will be made to seek funding to update the priority list for CMPs of Council owned properties.</p>

Term Achievement: Local, Aboriginal and cultural history is recognised and promoted.


Critical Action

Code	Description	Progress	Comments
P5.1.3.1	Local and cultural history is recognised and promoted. <i>Responsible Officer: Director Strategy & Environment</i>	 50%	Local and cultural history continued to be recognised and promoted via Council's Heritage Reference Committee including heritage items and conservation area reviews, interim heritage orders, heritage walks and State Heritage funding to set up a Heritage Fund to promote and assist in the maintenance of local heritage items.


Key Achievements

Council has received state heritage funding to set up a Heritage Fund to promote and assist in the maintenance of local heritage items and is open to heritage listed houses, churches and other heritage items.

Operational Plan Tasks


Code	Description	Progress	Comments
P5.1.3.1.1	Develop and implement a program of activities to promote local heritage in consultation with key stakeholders. <i>Responsible Officer: Manager Urban Planning</i>	 50%	Local heritage activities have been reviewed and discussed at Council's Heritage Reference Committee meetings and Ku-ring-gai Historical Society to develop a heritage walk in Wahroonga. In addition Council has adopted and received state Heritage funding to set up a Heritage Fund to promote and assist in the maintenance of Local Heritage items and is open to heritage listed houses, churches and other heritage items.

Critical Action

Code	Description	Progress	Comments
P5.1.3.2	Local Aboriginal history is recognised and promoted. <i>Responsible Officer: Director Community</i>	 50%	Local aboriginal history continues to be recognised and developed through a series of community programs. A Seniors Walk and Talk program, with 15 people, was led by staff from the Aboriginal Heritage Office during the reporting period. Planning for involvement in 2016 NAIDOC Festival (Songlines) and the 2016 Guringai Festival is under way with full program to be confirmed in early 2016.



Operational Plan Tasks


Code	Description	Progress	Comments
P5.1.3.2.1	Support Aboriginal cultural activities at the St Ives Precinct. <i>Responsible Officer: Manager Community & Recreation Services</i>	 50%	In this reporting period Council conducted a Seniors Walk and Talk led by Karen Smith from the Aboriginal Heritage Office. The walk was attended by 15 Seniors and was very well received. Bush Skills and Aboriginal Culture (31 Children) and Dreamtime Stories and Art (26 children) were successful programs run during the second quarter. Planning for involvement in 2016 NAIDOC Festival (Songlines) and the 2016 Guringai Festival is under way and will be confirmed early 2016. More programs conducted by the Aboriginal Heritage Office are also planned for early 2016. Planning is under way to include an exhibition space in the proposed Education and Cultural Centre in which it will be able to be used to hold regular exhibitions of Aboriginal Art and Craft work.

Issue: Enhancing recreation, sporting and leisure facilities.




Long Term Objective: Recreation, sporting and leisure facilities are available to meet the community's diverse and changing needs.

Term Achievement: Partnerships are established with community groups and organisations to optimise the availability and use of sporting, recreation and leisure facilities.

Critical Action


Code	Description	Progress	Comments
P6.1.1.1	<p>Engage with community partners to improve Councils sporting and recreational facilities.</p> <p>Responsible Officer: Director Strategy & Environment</p>	 63%	<p>The 2015/16 Summer season was successful leading into the Christmas break with warm temperatures and good rainfall assisting with grass growth and recovery from the winter season. Koola Park and Howson Sportsground remain unavailable with capital upgrades and the North Turramurra Recreation Area is still on track for three new sports grounds in 2016.</p> <p>Continuous communication is made with clubs, associations and schools with regard to presenting the facilities and how Council can best improve sporting facilities.</p> <p>The Ku-ring-gai Cubs Junior Rugby League Club completed their first winter season in 2015. Council has worked closely with the NRL Development team in getting the club up and running and returning rugby league to Ku-ring-gai after 20 + years. The club fielded three teams and the club is looking at doubling this number in 2016.</p> <p>Council is currently working with 24 personal trainers located at various sportsground and parks within Ku-ring-gai. All are providing a health and well being opportunity to the community.</p>
Key Achievements			
<p>The Ku-ring-gai Cubs Junior Rugby League Club completed their first winter season in 2015.</p> <p>Healthy food options at Ku-ring-gai Fitness & Aquatic Centre have been successful.</p> <p>Active Ku-ring-gai Program continued growth in our Heart Foundation walking groups.</p>			

Operational Plan Tasks




Code	Description	Progress	Comments
P6.1.1.1.1	<p>Pursue improvement of sporting and recreational facilities through partnerships, grant funding and other external funding opportunities.</p> <p>Responsible Officer: <i>Manager Strategic Projects</i></p>	 50%	<p>Grant applications to assist the improvement of recreational facilities that were either submitted by Council or supported by Council during the period include: Lindfield Soldiers Memorial Park upgrade and expansion of cricket nets – Community Building Partnership application by Lindfield District Cricket Club; Norman Griffiths Oval West Pymble, installation of synthetic turf sports field - NSW Club Grants application by West Pymble Football Club and Northern Suburbs Football Association; Koola Park East Killara amenities upgrade - Community Building Partnership application by Council; North Turramurra Recreation Area new amenities building - NSW Club Grants application by Northern Suburbs Football Association; Golden Jubilee Field Clubhouse first floor addition - NSW Club Grants application by Ku-ring-gai Stealers Baseball Club; and East Roseville Community Centre drainage and Park Avenue Playground upgrade – Federal Government Stronger Communities Programme application by Council.</p> <p>Financial contributions that have been approved to assist the improvement of recreational facilities that include: upgrade to cricket pitch at Warrimoo Oval St Ives jointly funded by Gordon Women's Cricket Club, St Ives Cricket Club, North Shore Junior Cricket Club and Council; and installation of backnet at Charles Bean Sportsfield jointly funded by Defence Housing Australia, Northern Suburbs Football Association and Council.</p>
P6.1.1.1.2	<p>Establish a working group consisting of relevant Council officers and stakeholder groups, including but not limited to Lindfield Junior Rugby Club and Killara High School, to investigate the</p> <p>Responsible Officer: <i>Manager Strategic Projects</i></p>	 100%	<p>Completed previous reporting period.</p> <p>September 2015 progress comments: A working group was established during the first quarter and reported to Council Meeting 27 October 2015 seeking owner's consent for Lindfield Junior Rugby Club to prepare and submit Development Application for new clubhouse facility.</p>
P6.1.1.1.3	<p>Facilitate a regular sporting forum and information on Council's website.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	 40%	<p>Council's Sports Forum is scheduled for Monday 16 May 2016.</p> <p>Reason</p> <p>The Sports Forum is five months away and planning will take place from February 2016.</p> <p>Remedial Action</p> <p>The format and topics for conversation will be finalised from February 2016. Council is sourcing a guest speaker from the sports community to discuss the 'Secrets of Successful Grass Roots Sports Clubs'.</p>



Term Achievement: A program is being implemented to improve existing recreation, sporting and leisure facilities and facilitate the establishment of new facilities.

Critical Action


Code	Description	Progress	Comments
P6.1.2.1	Deliver Council's adopted open space capital works program. <i>Responsible Officer: Director Operations</i>	 49%	All projects received for procurement are on schedule to be completed by the agreed dates. Projects which are presently in the construction phase are on or close to schedule with the exception of Cameron Park, Turrumurra extension.

Operational Plan Tasks



Code	Description	Progress	Comments
P6.1.2.1.1	Designs are prepared and environmental approvals obtained for the delivery of the open space capital works program. <i>Responsible Officer: Manager Strategic Projects</i>	 50%	Designs progressed for the delivery of the open space capital works program include: Park Avenue Roseville Chase - playground upgrade and community centre draining; St Ives Showground Regional Playground Development; St Ives Showground general landscape infrastructure upgrade; Bicentennial Park accessible paths and bus bays in main car park; Bicentennial Park general landscape infrastructure upgrade; Bicentennial Park Golden Grove – playground upgrade; Bicentennial Park - Lofberg Road playground upgrade; Golden Jubilee Field Wahroonga -playground upgrade; Koola Park Stage 4 exercise path, exersite, and car parks; Regimental Park St Ives Village Green skate and play space; Killara Park – playground upgrade; Swain Gardens creek embankment sandstone restoration and accessible car park. Designs for The Mall Shops and Babbage Road Shops under the Neighbourhood Shops Revitalisation Program were also progressed.
P6.1.2.1.2	Report on compliance with environmental approvals for open space capital works projects. <i>Responsible Officer: Manager Strategic Projects</i>	 50%	Environmental approvals have been received for all open space capital works projects handed to the Operations Department for construction. No issues have arisen in relation to compliance with environmental approvals.
P6.1.2.1.3	Conduct appropriate consultation, identify outcomes of community consultation and actions to address community concerns. <i>Responsible Officer: Manager Strategic Projects</i>	 50%	Community consultations were undertaken during the period for: Golden Jubilee Field - playground upgrade; Bicentennial Park Lofberg Road – playground upgrade; The Mall Shops St Ives Chase – neighbourhood centre shops revitalisation; Babbage Road Shops Roseville Chase – neighbourhood centre shops revitalisation; Park Avenue playground upgrade – Roseville Chase; Canoon Road Recreation Area, South Turrumurra - Plan of Management; and Ku-ring-gai Sports Facilities Plan of Management.

P6.1.2.1.4	<p>Report on completed concept designs and acceptance by the community and Council.</p> <p>Responsible Officer: <i>Manager Strategic Projects</i></p>	 50%	<p>Open Space capital projects designs presented to Councillors during the first two quarters include: St Ives Showground Regional Playground development, Koola Park East Killara Stage 4 – exercise path, exersite, and car parks development, The Mall Shops St Ives Chase – neighbourhood centre shops revitalisation; Babbage Road Shops Roseville Chase – neighbourhood centre shops revitalisation; new road construction between McIntyre and Dumaresq streets Gordon; and Howson Oval Turramurra – sportsfield upgrade, irrigation, drainage and stormwater harvesting.</p>
P6.1.2.1.5	<p>Implement Councils adopted Playground Strategy.</p> <p>Responsible Officer: <i>Manager Strategic Projects</i></p>	 47%	<p>Previous Council reports and research into the playgrounds in Ku-ring-gai have been collated as well as the most recent independent comprehensive audit by Kico Playground Inspection Services for Council (finalised on 23/09/2015). This data was required in its most up to date form to proceed with the new strategy. A brief was issued and evaluated, and a specialist playground consultant has been appointed. A preliminary meeting and site visits were undertaken with the consultant and relevant staff, and work is progressing in accordance with the agreed program.</p>


Critical Action

Code	Description	Progress	Comments
P6.1.2.2	<p>Prepare district park masterplans to inform the forward open space capital works program.</p> <p>Responsible Officer: <i>Director Strategy & Environment</i></p>	 25%	<p>Preparation of the Robert Pymble Park Master Plan is due to commence during the third quarter. The North Pymble Park Draft Master Plan has been prepared and is ready for community consultation to commence. Project will progress to the consultation stage following determination on whether this facility will be at North Pymble Park or its inclusion as part of the Gordon Golf Course Master Plan.</p> <p>Reason</p> <p>The Robert Pymble Park Master Plan was delayed due to other program priorities.</p> <p>Remedial Action</p> <p>The project will commence during the third quarter.</p>


Operational Plan Tasks

Code	Description	Progress	Comments
P6.1.2.2.1	Prepare District Park Landscape Master Plan for Robert Pymble Park. <i>Responsible Officer: Manager Strategic Projects</i>	 0%	Preparation of this master plan is due to commence during the third quarter. Reason The project is on hold until the third quarter due to other higher priorities in Council's work program. Remedial Action The project will commence during the third quarter.
P6.1.2.2.2	Complete District Park Master Plan for natural grass athletics facility at North Pymble Park. <i>Responsible Officer: Manager Strategic Projects</i>	 50%	The draft master plan has been prepared and is ready for community consultation to commence. This project will progress to the consultation stage following determination on whether this facility will be at North Pymble Park or its inclusion as part of the Gordon Golf Course Master Plan.


Critical Action

Code	Description	Progress	Comments
P6.1.2.3	Community Land Plans of Management are regularly reviewed. <i>Responsible Officer: Director Strategy & Environment</i>	 100%	The Canoon Road Recreation Area Plan of Management was publicly exhibited and adopted by Council.



Operational Plan Tasks

Code	Description	Progress	Comments
P6.1.2.3.1	Complete the review and update of Community Plans of Management. <i>Responsible Officer: Manager Strategic Projects</i>	 100%	The Canoon Road Recreation Area Plan of Management was publicly exhibited and adopted by Council during the reporting period. Amendments to the Sports Facilities Plan of Management were also adopted by Council.

Critical Action

Code	Description	Progress	Comments
P6.1.2.4	Ensure existing recreation and sporting facilities are maintained in accordance with asset management strategy and plans. <i>Responsible Officer: Director Operations</i>	 50%	Annual maintenance schedules have been completed at all recreation and sporting facilities with refurbishments completed at some locations. Service Level Agreements are currently being prepared for Local and District Parks, Playgrounds, Sportsfields, Golf Courses Walking Tracks and Fire Breaks and Trails. These should be completed prior to the end of this financial year.

Operational Plan Tasks


Code	Description	Progress	Comments
P6.1.2.4.1	<p>Complete Park Asset Refurbishment Program at priority locations and report on progress.</p> <p>Responsible Officer: <i>Manager Open Space Operations</i></p>	 50%	<p>The Asset refurbishment team has completed seven refurbishments at St Ives Wildflower Garden, Toolang Playing Field, Paddy Pallin Reserve, Babbage Park, Wellington Oval, Pymble Soldiers Memorial Park, William Cowan Oval.</p> <p>Three playground locations were refurbished, Kent Oval, Honeysuckle Reserve, Bannockburn Oval and Selkirk Park.</p> <p>The October quarterly inspections have been completed and pressure cleaning of playing courts continues as required.</p>
P6.1.2.4.2	<p>Complete maintenance program for parks, tennis facilities and sportsfields and report on progress against agreed maintenance service levels.</p> <p>Responsible Officer: <i>Manager Open Space Operations</i></p>	 50%	<p>All recreation and sporting facilities were maintained to agreed service levels during the reporting period. At least 85% of sites were visited during this period. An audit process was also introduced during this period.</p> <p>Sporting facilities have undergone renovations during this period with the majority of fields have been aerated and fertilised in preparation of the summer sport season. A full list of fields that have been renovated is sent to sporting groups several times a year.</p>

Issue: Enhancing community buildings and facilities.




Long Term Objective: Multipurpose community buildings and facilities are available to meet the community's diverse and changing needs.

Term Achievement: Standards are developed to improve the condition and functionality of existing and new assets.


Critical Action

Code	Description	Progress	Comments
P7.1.1.1	<p>A prioritised program of improvements to community meeting rooms, halls, buildings and facilities is being implemented.</p> <p>Responsible Officer: Director Operations</p>	 58%	<p>The draft Buildings Service Level Agreements (SLA) was been prepared for review and comment in order to achieve consistency with format and content of all SLA's within the Operations Department.</p> <p>A prioritised Building improvement program for the 2016/17 has been drafted completed, and submitted for approval.</p>


Operational Plan Tasks

Code	Description	Progress	Comments
P7.1.1.1.1	<p>Complete building condition data at component level and develop a forward program for building refurbishment, and report six monthly.</p> <p>Responsible Officer: Manager Engineering Operations</p>	 50%	<p>A prioritised building improvement program for the 2015/16 year has been completed, along with a five year proposed capital works program. Stage 3 will commence from January 2016 and should be completed by June 2016.</p>
P7.1.1.1.2	<p>Implement an improvement program for the maintenance, renewal and upgrade of Council's buildings and report on progress.</p> <p>Responsible Officer: Manager Engineering Operations</p>	 100%	<p>An updated and proposed improvement program has been submitted for approval.</p>
P7.1.1.1.3	<p>Finalise service level agreements for Council's buildings inline with community requirements and available resources.</p> <p>Responsible Officer: Manager Engineering Operations</p>	 25%	<p>A draft document was prepared for review.</p> <p>Reason</p> <p>Delays in completing this Task were due to other resource priorities for building maintenance and completing Asset Data to complete up to Stage 2.</p> <p>Remedial Action</p> <p>It is proposed to complete actions by April 2016.</p>


Critical Action

Code	Description	Progress	Comments
P7.1.1.2	<p>Council progressively introduces sustainability performance standards for Council buildings and facilities.</p> <p>Responsible Officer: Director Operations</p>	 50%	Council's recently developed draft Sustainable Buildings and Facilities Strategy will be used to conduct internal stakeholder consultation in the next period on the development of a set of sustainability performance standards for Council buildings and facilities.


Operational Plan Tasks

Code	Description	Progress	Comments
P7.1.1.2.1	<p>Develop sustainability performance standards for Council buildings and facilities.</p> <p>Responsible Officer: Manager Environment & Sustainability</p>	 50%	Additional research has been undertaken during this reporting period on existing sustainable buildings policies and tools used by other councils, including surveying other councils on their experience to date. Council's draft Sustainable Buildings and Facilities Strategy will form the basis for internal stakeholder consultation on the development of the performance standards, expected to be conducted in the next quarter.

Critical Action


Code	Description	Progress	Comments
P7.1.1.3	<p>Council implements an energy and water conservation and efficiency program for Council buildings and facilities.</p> <p>Responsible Officer: Director Strategy & Environment</p>	 50%	Council continues to roll out its energy management program in accordance with the recently adopted Greenhouse Gas Reduction Action Plan. Over the past 6 months LED lighting upgrades, HVAC upgrades, solar PV installation and appliance upgrades have been completed across Councils buildings.

Operational Plan Tasks

Code	Description	Progress	Comments
P7.1.1.3.1	<p>Implement prioritised energy and water conservation and efficiency works program.</p> <p>Responsible Officer: <i>Manager Environment & Sustainability</i></p>	 50%	<p>Projects completed this reporting period as part of Council's energy management program include: LED lighting upgrades at Lindfield tennis courts and Thomas Carlyle Children's Centre, solar PV for North Turrumurra Sewer Treatment Plant and Thomas Carlyle Children's Centre, HVAC upgrades and draft proofing at Thomas Carlyle Children's Centre and appliance upgrades at Thomas Carlyle Children's Centre. Procurement has been initiated for inverter upgrades at Bridge Street Depot and LED lighting upgrades for the St Ives Community Groups building and Turrumurra Library. Project scoping has been undertaken for solar PV at the Suakin Street Depot and Gordon Library. Tender development has been initiated for an intelligent lighting upgrade at Gordon Library. Consultant energy efficiency studies are close to completion for the Smart Buildings Project (Bridge Street depot, Gordon Library and Suakin Street, Gordon depot) and the Ku-ring-gai Fitness and Aquatic Centre Energy Performance Project.</p>

Term Achievement: Usage of existing community buildings and facilities is optimised.

Critical Action



Code	Description	Progress	Comments
P7.1.2.1	<p>Provide accommodation for identified community services in line with Community Leasing Policy.</p> <p>Responsible Officer: <i>Director Community</i></p>	 50%	<p>Ten leases/ licences were renewed during the reporting period including the Wahroonga Rugby Club, YMCA St Ives, Pymble Turrumurra Preschool, Gordon Preschool, Lifeline Gordon, Ku-ring-gai Neighbourhood Centre, Roseville Kids Care and Ku-ring-gai Amateur Swim Club.</p> <p>Halls and meeting room hire to both permanent and casual hirers was very strong resulting in revenue increase and new hires.</p>

Key Achievements


That Great Market - a new community market operating monthly East Lindfield Community Hall that has been successful servicing the East Lindfield community.

Epicentre Theatre will book the Ku-ring-gai Town Hall during 2016. This theatre company will practice and perform in several plays during 2016 including Summer of the 17th Doll and The Great Gatsby.

Operational Plan Tasks

Code	Description	Progress	Comments
P7.1.2.1.1	<p>Community leases are reviewed and implemented inline with leasing policy.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	 50%	<p>At the mid term review, ten leases/ licences were renewed with increased fees ranging from 3-5 %. These were Wahroonga Rugby Club, YMCA St Ives, Pymble Turramurra Preschool, Gordon Preschool, Lifeline Gordon, Ku-ring-gai Neighbourhood Centre, Roseville Kids Care and Ku-ring-gai Amateur Swim Club.</p> <p>The remaining leases/ licences in the portfolio received rent reviews on their anniversary dates in accordance with the lease conditions. Maintenance repairs were also carried out as required including plumbing, electrical and building issues.</p> <p>One licence agreement was voluntarily terminated (Easycare Gardening at Turramurra). There were also four temporary access agreements issued.</p>
P7.1.2.1.2	<p>Provide community halls and meeting rooms to permanent and casual hirers.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	 50%	<p>Hall and meeting room hire to both permanent and casual hirers was very strong resulting in revenue increases. Hire agreements were completed and invoices prepared/income received in accordance with the policy.</p> <p>Two new permanent hirers were added to an already popular and busy portfolio as outlined below:</p> <ol style="list-style-type: none"> 1. Epicentre Theatre - negotiations completed for 10 months hire of the Ku-ring-gai Town Hall during 2016. This theatre company will practice and perform in several plays during 2016 including Summer of the 17th Doll and The Great Gatsby. 2. That Great Market - a new community market operating monthly East Lindfield Community Hall that has been successful servicing the East Lindfield community.

Critical Action



Code	Description	Progress	Comments
P7.1.2.2	<p>Review utilisation and determine expansion opportunities for St Ives Precinct.</p> <p>Responsible Officer: <i>Director Community</i></p>	 50%	<p>The St Ives Showground bookings continued to increase during the reporting period with a focus on external events and smaller bookings. Caley's Pavilion continues to increase in popularity with specific marketing to the wedding and corporate markets. The venue has had 28 function bookings over the past three months with 1,402 people attending. Bookings for the December to June period include eight weddings.</p>


Key Achievements

Expression of Interest document released seeking proposals to involve business in a wide variety of activities on the Precinct.


The Showground is again a premium destination with increasing interest from the events industry for bookings. Planning for 2016 has confirmed a range of community, running and other major events. Most of the events in 2016 are third party promoters. Attendance is projected to be 34,000 people.

Operational Plan Tasks


Code	Description	Progress	Comments
P7.1.2.2.1	<p>Develop business models for new recreation and business opportunities identified in Plan of Management.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	 50%	<p>During the period Council issued an Expression of Interest (EoI) document seeking proposals to involve businesses in a wide variety of activities in the Precinct. The opportunities include, but are not limited to: High Ropes Course, Zip Line Course, Camping and Glamping, Catering and Cafe opportunities, outdoor movies. Council also engaged a sign company to develop a sign design for the St Ives Wildflower Garden and the St Ives Showground. The wayfinding signs for the Wildflower Garden tracks have been designed and installation of the 41 signs has commenced. In 2016 the emphasis will be on involving promoters to bring events to the Showground. This initiative has been successful to date with the following already booked for the 2016 program:</p> <ul style="list-style-type: none"> *The Sydney Curry Festival. * The Raw Challenge. * Sydney Soccer Festival. * Summertime (Music Concert Dec 10 2016). * Webbers Circus. * The Colour Run. * The Orchid Show.
P7.1.2.2.2	<p>Promote Caley's Pavilion as a multipurpose venue for weddings, functions and corporate events.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	 50%	<p>Caley's Pavilion continued to increase in popularity with specific marketing to the wedding and corporate markets. The venue has had 28 function bookings with 1,402 people attending. Bookings were taken during this reporting period for the July - June period including 13 weddings, regular bookings from Fred Watson Tours, the Bahai Faith, MS Society and the Australian Plant Society. The Expression of Interest (EOI) process is underway and closes early February 2016 and may include some proposals requiring a caterer to operate a proposed cafe and function room. Arrangements are being confirmed for the Art and Craft Festival in 2016 and a new model is being developed for the delivery of the Wildflower Garden Festival in 2016.</p>

P7.1.2.2.3	<p>Implement programs and events to expand usage at the Wildflower Garden and St Ives Showground.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	 50%	<p>The Precinct website has been updated with more information on events and promotion of activities and venues. During the reporting period an Expression of Interest (EoI) document was developed seeking proposals to include commercial and community activities in the St Ives Precinct. From this process Council hopes to include a High Ropes Course, a Low Ropes Course and some catering activities (Cafe and Functions at Caley's Pavilion). All of the programs that are included in the Precinct will add income diversity to the budget. During the last six months there has been an increase in the number and type of programs that are delivered for school holidays. These programs are meeting strong demand for nature based activities that are full day and also return income to the Precinct budget. Further work is under way developing a plan for the Education and Cultural Centre proposed for the Wildflower Garden that will have the potential to add to the number of visits, program sand events that can be held at any one time as we are currently often at venue capacity at key times.</p>
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Critical Action

Code	Description	Progress	Comments
P7.1.2.3	<p>Tennis and court facilities are available for coaching, programs and social play.</p> <p>Responsible Officer: <i>Director Community</i></p>	 30%	<p>Information and booking signs have been finalised and placed on courts at Turramurra Park, Gordon Recreation, Canoon Road, Robert Pymble, Hamilton Park, Regimental Park, Allan Small Park, Roseville Park, Lindfield Community, Warrimoo and St Ives Village Green. Casual users can book online through Council's booking system however many continue to deal directly with staff.</p> <p>Reason</p> <p>Council's current booking system is not addressing multiple bookings adequately with customers preferring to contact staff for casual bookings to discuss times and options.</p> <p>Remedial Action</p> <p>Council will be implementing improvements to the booking system customer interface to address short falls in current system and streamline bookings.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
P7.1.2.3.1	<p>Improve visitor signage and promote online booking system procedures for tennis hire.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	 30%	<p>Information and booking signs have been finalised and placed on courts at Turramurra Park, Gordon Recreation, Canoon Road, Robert Pymble, Hamilton Park, Regimental Park, Allan Small Park, Roseville Park, Lindfield Community, Warrimoo and St Ives Village Green.</p> <p>Casual users can book online through Council's booking system however many continue to ring in to the office.</p> <p>Reason</p> <p>Permanent hirers and tennis coaches are still unable to book online due to complications in managing complex multiple bookings.</p> <p>Remedial Action</p> <p>The new booking system requires further work to allow multiple bookings for permanent hirers and tennis coaches.</p>




Critical Action

Code	Description	Progress	Comments
P7.1.2.4	<p>Golf courses are professionally managed in line with industry standards.</p> <p>Responsible Officer: <i>Director Community</i></p>	 48%	<p>The transition to the new 18 hole course at North Turramurra reached a key milestone following the opening of a large section of the course and 18 holes in play, with the final two holes to be opened in February 2016. This step has included regular on-going meetings with the golf course professional to improve communication with players well and Council's website and promotion. With work continuing on the sport fields the focus will be on maintaining access and car parking and growth in the player rounds.</p>

Key Achievements

New practice and putting green with temporary pro shop improving the golfing experience.
 Reopening the North Turramurra Course to 18 holes with full course to be opened in February 2016.

Operational Plan Tasks


Code	Description	Progress	Comments
P7.1.2.4.1	<p>Implement electronic card system for North Turramurra Golf Course.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	 45%	<p>Three options for new card and player management systems are currently being assessed including reviewing a GPS based software used at Bayview Golf Course. On-going discussions are under way with the golf course professional regarding the best system option to adopt following quotations.</p> <p>Reason</p> <p>The implementation of the electronic card system was delayed until the completion of the golf financial audit at Gordon Golf Course and the completion of the 18 hole construction at North Turramurra golf course.</p> <p>Remedial Action</p> <p>The review is progressing with recommendations to be prepared.</p>
P7.1.2.4.2	<p>Market the new North Turramurra course to existing and potential customers with the course professional.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	 50%	<p>Several marketing initiatives have been completed with further plans to promote the course improvements in 2016. These improvements will work around the ongoing construction works for the sports fields and car parks.</p> <p>Six new large banners promoting golf course were completed for advertising on Council's banner poles.</p> <p>Two large promotional posters were printed and installed at new pro shop.</p> <p>Council's website was updated and improved with new course promotion.</p> <p>A plan for further promotional days and events are currently being co-ordinated with the golf course professional.</p>
P7.1.2.4.3	<p>Assist the transition of the Golf Services to the new golf course at North Turramurra Recreation Area.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	 50%	<p>The transition to the new 18 hole course at North Turramurra has so far involved the following actions:</p> <ul style="list-style-type: none"> * Preparation and printing of new golf cards for new 18 hole layout * Continuation of new temporary proshop location and fit out * Regular on-going meetings with golf course professional to improve communication with players. * Improving Council's website and promotion.

Issue: Improving the standard of our infrastructure.

Long Term Objective: An improved standard of infrastructure that meets the community's service level standards and Council's obligations as the custodian of our community assets.

Term Achievement: Our public infrastructure and assets are planned, managed and funded to meet the community expectations, defined levels of service and address inter-generational equity.



Critical Action

Code	Description	Progress	Comments
P8.1.1.1	Development Contributions Plans are updated and implemented. <i>Responsible Officer: Director Strategy & Environment</i>	 65%	The Ku-ring-gai Contributions Plan 2010 is implemented and quarterly updates of inflation proceeding as required.

Key Achievements


The exhibited draft indirect S94A Contributions Plan is expected to be reported for adoption in February 2016.

Operational Plan Tasks

Code	Description	Progress	Comments
P8.1.1.1.1	Instigate a review of the Contributions Plan when appropriate. <i>Responsible Officer: Manager Urban Planning</i>	 80%	Exhibition of the s94A Contributions Plan was completed during the reporting period. An add-on to the Property and Rating system to enable contribution calculation and receipting was created in December 2015 and is pending approval of the draft Contributions Plan. Procedures are being drafted and will be completed early in the quarter ending in March. The exhibited draft indirect S94A Contributions Plan is expected to be reported for adoption in February 2016.
P8.1.1.1.2	Manage current contributions system, receipting and indexation. <i>Responsible Officer: Manager Urban Planning</i>	 50%	Quarterly updates of inflation is proceeding as required. The quarterly update occurs on release of the second index, which is the Established House Price Index under the Residential Property Prices Index, which inflates the costs of acquiring land. This index is released after the Consumer Price Index (CPI) which is used to inflate the cost of carrying out works.

Term Achievement: Programs for infrastructure and asset maintenance management are delivered in accordance with the adopted Asset Management Strategy and Plans.


Critical Action

Code	Description	Progress	Comments
P8.1.2.1	<p>Asset Management Plans are in place for all asset classes and identify community expectations and defined service levels.</p> <p>Responsible Officer: Director Operations</p>	 <p>35%</p>	<p>Although Council has a complete suite of Asset Management Plans, it is only the adopted Asset Management Strategy that has been developed to include service levels established through community consultation. These service levels are being incorporated into the revised Asset Management Plans as they are renewed.</p> <p>Reason</p> <p>Council staff are currently revising the Roads & Transport Asset Management Plan to include community service levels.</p> <p>Remedial Action</p> <p>Asset Management Plans are revised regularly to reflect community service levels within available funding.</p>


Challenges

Loss of a dedicated staff member has delayed the completion of the Roads & Transport Assets Management Plan.




Operational Plan Tasks

Code	Description	Progress	Comments
P8.1.2.1.1	<p>Implement Asset Management Plans to document maintenance, renewal and upgrade requirements in line with Community Service levels.</p> <p>Responsible Officer: Director Operations</p>	 <p>35%</p>	<p>Council is currently undertaking a situation analysis of the Drainage Policy, systems and process to identify and facilitate strategic and flexible framework requirements that respond to the needs of the organisation. This will culminate in a report to Council for adoption and implement revised policy and programs</p> <p>Reason</p> <p>This Task is progressing slower than anticipated. A review and critiquing of the criteria in the prioritisation process has been challenging. Limited availability of all resources to meet and consult.</p> <p>Remedial Action</p> <p>Council needs to establish core actions, plan time and set milestones to progress this Task.</p>


Critical Action

Code	Description	Progress	Comments
P8.1.2.2	<p>Councils capital works and operational programs are delivered.</p> <p>Responsible Officer: Director Operations</p>	 49%	<p>Draft Service Level Agreements (SLA's) were developed for footpaths and for Roads during this reporting period. SLA's are under review for comment.</p> <p>At 31 December 2015, Road Works are advanced with 83% of the program completed, whilst footpaths works are 30% completed and drainage works 37% completed. Drainage works for Oliver Road, Roseville, required to be re-advertised in February 2016 as only one tender was received for the drainage work.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
P8.1.2.2.1	<p>Deliver annual capital works program on time and within budget.</p> <p>Responsible Officer: Director Operations</p>	 50%	<p>All capital projects are on target for completion by the end of the financial year. The new road between Dumaresq Street and McIntyre Street, Gordon was completed and Council is awaiting classification as a road before opening. Koola Park is progressing well and should be open for use by April 2016. The new playground at Turramurra Park is complete but awaiting changes to the flying fox before official opening. Cameron Park upgrade is underway with a delay due to asbestos contamination. The Wahroonga Park toilet block is nearing completion and expected to open to the public in February 2016.</p>
P8.1.2.2.2	<p>Prepare draft capital works and renewal programs for Council's footpaths, roads, drains and carparks for inclusion in the Delivery Program.</p> <p>Responsible Officer: Director Operations</p>	 50%	<p>The Capital Works Programs for roads, footpaths and drainage were submitted in December for inclusion in the draft 2016/17 Operational Plan for consideration and budget approval.</p> <p>Capital works operational programs are being delivered for 2015/16 for roads and footpaths and on track for completion by June 2016. Drainage capital works are progressing with tenders required to be recalled in February 2016 as only one tender submission was received for drainage works at Oliver Road, Roseville.</p>
P8.1.2.2.3	<p>Complete road and footpath program on time and on budget.</p> <p>Responsible Officer: Director Operations</p>	 60%	<p>Advanced progress was achieved for road works with 83% of the program completed, whilst footpaths is progressing with 30% completed and drainage progressing at 37% completion.</p>



P8.1.2.2.4	<p>Complete drainage program on time and on budget.</p> <p>Responsible Officer: Director Operations</p>	 37%	<p>Capital works for drainage is progressing. Council called tenders for the single largest Drainage program in Oliver Road, Roseville which will close January 2016. For works at 5 Cassandra Avenue, St Ives, consultation with residents and the design of a boundary retaining wall was completed. Staff have commenced obtaining quotes for works.</p> <p>Operations programs for skid steer, water jets pray unit and CCTV inspections of pipes is progressing well.</p> <p>Reason</p> <p>As there was only one Tender submission received for drainage works at Oliver Road, Roseville it is required to be re-advertised.</p> <p>Remedial Action</p> <p>The Tender for Oliver Road, Roseville drainage works will be called in February 2016.</p>
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Theme: Access, Traffic and Transport

Issue: Integrated and Accessible Transport.



Long Term Objective: A range of integrated transport choices are available to enable effective movement to, from and around Ku-ring-gai.




Term Achievement: Public transport connections are accessible to all age groups and match the travel needs of the community.

Critical Action

Code	Description	Progress	Comments
T1.1.1.1	<p>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.</p> <p>Responsible Officer: Director Operations</p>	 44%	<p>The draft Pedestrian Access Mobility Plan (PAMP) was adopted and placed on public exhibition. Once the PAMP is adopted by Council, it can be used to seek funding for the implementation of pedestrian facilities.</p> <p>Operations staff continue coordinating with Strategy and Environment staff to ensure consistency between policies and future transport planning. Work is continuing on the bus stop upgrades for disability access and also the cycleway network.</p> <p>Reason</p> <p>Construction progress for the bus stop upgrade at Babbage Road, Roseville was placed on hold pending possible links to improvements associated with works at Roseville Childcare and a shop upgrade opposite.</p> <p>Remedial Action</p> <p>Construction to commence once staff are available to supervise contractors in February 2016.</p>


Operational Plan Tasks

Code	Description	Progress	Comments
T1.1.1.1.1	<p>Work with Transport for NSW to co-ordinate and implement connections and upgrades to railway stations.</p> <p>Responsible Officer: Manager Traffic & Transport</p>	 50%	<p>During the 6 months to December 2015, there has been no indication from Transport for NSW of the intention to implement connections and upgrades to railway stations in Ku-ring-gai.</p>
T1.1.1.1.2	<p>Ensure consistency between Council policies and the Integrated Transport Strategy.</p> <p>Responsible Officer: Director Operations</p>	 50%	<p>Operations staff continue coordinating with Strategy and Environment staff to ensure consistency between policies and future transport planning. Work is continuing on the bus stop upgrades for disability access and also the cycleway network.</p>


T1.1.1.1.3	<p>Progressively implement the Pedestrian Access and Mobility Plan (PAMP) in local centres.</p> <p>Responsible Officer: <i>Manager Traffic & Transport</i></p>	 50%	<p>The draft PAMP was adopted for public exhibition by Council at its meeting of 27 October 2015. Public exhibition commenced on Friday 6 November 2015 and closed Friday 4 December 2015. Submissions will be reviewed and the draft PAMP will be presented to Council for consideration and adoption in early 2016. Once the PAMP is adopted by Council, it can be used to seek funding for implementation of pedestrian facilities.</p>
T1.1.1.1.4	<p>Continue to implement the Bike Plan.</p> <p>Responsible Officer: <i>Manager Traffic & Transport</i></p>	 50%	<p>During the reporting period, internal reviews were undertaken on the status of the projects of the Roseville 1 and Turramurra 4 projects. A revised/ updated estimate of the Roseville 1 project was prepared, and it was found that the estimated cost approached the total budget available for the financial year, therefore it was agreed to pursue the Roseville 1 project this financial year and defer the Turramurra 4 project.</p> <p>A concept plan for the Roseville 1 route was presented to the Ku-ring-gai Traffic Committee meeting on 19 November 2015 and adopted by Council on 8 December 2015.</p>
T1.1.1.1.5	<p>Progressively upgrade bus stops in accordance with the Disability Discrimination Act requirements and 5 year program (to allocated budget).</p> <p>Responsible Officer: <i>Manager Engineering Operations</i></p>	 20%	<p>During the reporting period the design for the bus stop upgrade at Babbage Road, Roseville was completed.</p> <p>Reason</p> <p>Construction progress was placed on hold to assess potential co-ordination with improvement works in Roseville Childcare and also a planned upgrade to shops opposite. Construction will commence once resources are available in February 2016.</p> <p>Remedial Action</p> <p>Construction work to commence following assessment of other local works.</p>

Term Achievement: A network of safe and convenient links to local centres, major land uses and recreation opportunities is in place.

Critical Action


Code	Description	Progress	Comments
T1.1.2.1	Implement appropriate recommendations from the Ku-ring-gai Integrated Transport Strategy. <i>Responsible Officer: Director Strategy & Environment</i>	 50%	During the reporting period work focussed on the incorporation of bicycle parking facilities in current project designs.

Operational Plan Tasks



Code	Description	Progress	Comments
T1.1.2.1.1	Incorporate the provision of bicycle facilities in key locations. <i>Responsible Officer: Manager Urban Planning</i>	 50%	New bicycle parking facilities are being incorporated in the following key Council projects which are being designed in preparation for construction: * Carcoola Park project, St Ives; * Park Avenue Roseville - playground refurbishment; and * Roseville Chase neighbourhood centre upgrade.

Term Achievement: Advocate to relevant government agencies and private companies for integrated public transport facilities and service improvements that meet community needs.

Critical Action


Code	Description	Progress	Comments
T1.1.3.1	Liaise with State agencies to provide improved commuter parking and bus interchanges. <i>Responsible Officer: Director Strategy & Environment</i>	 50%	During the reporting period, Council continued to liaise with State agencies to provide improved commuter parking and bus interchanges. This included the Lindfield Community Hub project and potentially the Lindfield Village Green project. Additional commuter parking at other rail stations, including Turramurra, has been raised with Transport for NSW but there has been no formal response to date.

Operational Plan Tasks

Code	Description	Progress	Comments
T1.1.3.1.1	Continue to lobby Transport for NSW in the provision of additional commuter car parking at priority rail stations, including Lindfield and Turramurra. <i>Responsible Officer: Manager Urban Planning</i>	 50%	Discussions are ongoing with Transport for NSW regarding the provision of commuter car parking as part of the Lindfield Community Hub project and potentially the Lindfield Village Green project. Additional commuter parking at other rail stations, including Turramurra, has been raised with Transport for NSW but there has been no formal response.
T1.1.3.1.2	Advocate with Transport for NSW to target improvements to the Mona Vale - Macquarie Park route as per the "Sydney's Bus Future 2013" document and bus providers for new Metrobus Services. <i>Responsible Officer: Manager Urban Planning</i>	 50%	Council has been advised by Transport for NSW that for a number of years, there has been a steady increase in services through St Ives to Macquarie Park. This includes improvements introduced around June 2015 which saw a doubling of weekend frequencies on the 197 route (Mona Vale - Macquarie Park route via Gordon, operated by Forest Coach Lines). It was also suggested that it would be unlikely that there would be a significant increase in services in any one year, but the steady growth of services should continue.

Term Achievement: The community is informed, educated and encouraged to use alternative forms of transport.


Critical Action

Code	Description	Progress	Comments
T1.1.4.1	Information and education programs focus on alternatives to private car use. <i>Responsible Officer: Director Strategy & Environment</i>	 50%	Information and education on alternatives to the private car use has focused on promoting the Ride to Work Day as part of a nation wide initiative to promote cycling and also updated cycling maps have been prepared for Google Maps to incorporate new/modified cycle routes, locations of bicycle parking facilities and links relevant pages on the Ku-ring-gai Council's website.

Key Achievements

In October 2015, Council facilitated a Ride 2 Work day as part of a nationwide initiative to encourage cycling to and from work.

Operational Plan Tasks


Code	Description	Progress	Comments
T1.1.4.1.1	Education programs are developed for schools and workplaces to encourage alternative modes of transport. <i>Responsible Officer: Manager Urban Planning</i>	 50%	On Wednesday 14 October 2015, Council facilitated a Ride 2 Work day as part of a nationwide initiative to encourage cycling to and from work.

Issue: Local Road Network.


Long Term Objective: The local road network is managed to achieve a safe and effective local road network.

Term Achievement: Road network safety and efficiency are improved and traffic congestion is reduced.


Critical Action

Code	Description	Progress	Comments
T2.1.1.1	Implement road network improvements based on 10 year Traffic and Transport Plan. <i>Responsible Officer: Director Operations</i>	 50%	Council regularly seeks funding for the prioritised and funded projects from Roads and Maritime Services and Council for shared costs. Minor traffic works are in progress. A Road Safety Audit is currently being carried out for Eastern Arterial Road and Burns Road.



Operational Plan Tasks

Code	Description	Progress	Comments
T2.1.1.1.1	Implement the 10 year Traffic and Transport Program. <i>Responsible Officer: Director Operations</i>	 50%	Ongoing liaison with Council's Strategic Traffic Engineer continued to seek funding for the prioritised and funded projects from Roads and Maritime Services and Council for shared costs. Minor traffic works are in progress. A Road Safety Audit will be conducted for Eastern Arterial Road and Burns Road, Turramurra during the next period.

Critical Action

Code	Description	Progress	Comments
T2.1.1.2	Parking is managed to balance the supply and demand of available parking spaces. <i>Responsible Officer: Director Development & Regulation</i>	 75%	Parking enforcement for both on-street and off-street has been successful, ensuring a regular turn over of available spaces within town centres, safety around schools and transport hubs.

Operational Plan Tasks


Code	Description	Progress	Comments
T2.1.1.2.1	<p>Review parking in the Wahroonga Town Centre and surrounds.</p> <p>Responsible Officer: Director Operations</p>	 100%	<p>As approved by Council on 8 September 2015, the following changes were made on 16 November 2015:</p> <ol style="list-style-type: none"> 1. Railway Avenue - existing timed restrictions were replaced with '1/2 P 8.30am-6pm Mon- Sun' 2. Coonanbarra Road (eastern side) - existing timed restrictions were replaced with '1/2 P 8.30am-6pm Mon-Sun' 3. Redleaf Avenue (western side) - existing timed restrictions were replaced with '1/2 P 8.30am-6pm Mon-Sun' 4. Coonanbarra Road (western side) - existing timed restrictions were replaced with '1P 8.30am-6pm Mon-Sun' 5. Coonanbarra Road car park was divided into two areas. Once area was signposted with 2P and the other area (36 spaces) was signposted with 3P. Restrictions apply from 8.30am to 6pm Mon-Sun. 6. The existing 'One Entry' /day restrictions into the car park has been abolished and the signs at the entrance to the car park have been amended to reflect Council's resolution. 7. Wahroonga Chamber of Commerce has been informed of Council's decision on 11/11/2015. <p>Council Rangers have been notified of the changes to parking signs.</p>
T2.1.1.2.2	<p>Regulatory enforcement is undertaken in accordance with Council's Compliance Policy.</p> <p>Responsible Officer: Manager Compliance & Regulation</p>	 50%	<p>Council's Ranger section continued to manage parking within the Ku-ring-gai local government area. Council received 358 complaints in relation to parking (slight increase from the previous reporting period). This increase came from 283 calls for on-street complaints, up from 244 for previous reporting period. 27 complaints were received for carparks and 48 complaints for blocked driveways. The Rangers section issued 1,650 penalty notice for carpark offences and 1,469 penalty notices for on-street offences. These figures indicate the usual decline for this reporting period as December is the end of the official school term and the Christmas holiday period.</p>

Issue: Regional Transport Network.


Long Term Objective: An accessible public transport and regional road network that meets the diverse and changing needs of the community.

Term Achievement: A strategic access, traffic and transport plan is being implemented for the Northern Sydney Region.


Critical Action

Code	Description	Progress	Comments
T3.1.1.1	Collaborate with regional partners to pursue a Northern Beaches transit link. <i>Responsible Officer: Director Strategy & Environment</i>	 50%	The NSW Government has committed to planning a Bus Rapid Transit (BRT) for the Warringah Road corridor, from Dee Why to Chatswood. Under the plan, released in 2014, Express 'Suburban' services will be introduced as the first step. It appears that the first priority is the corridor from Mona Vale to the CBD. The BRT corridor from Dee Why to Chatswood may be part of the Sydney North District Plan still to be released by the NSW State Government.


Operational Plan Tasks

Code	Description	Progress	Comments
T3.1.1.1.1	Participate in NSROC programs to advocate for and present Kuring-gai's policy objectives. <i>Responsible Officer: Manager Urban Planning</i>	 50%	The NSW Government has committed to planning a Bus Rapid Transit (BRT) for the Warringah Road corridor, from Dee Why to Chatswood. Under the plan released in 2014, Express 'Suburban' services will be introduced as the first step. It appears though that the first priority is the corridor from Mona Vale to the CBD. At this stage there has not been any activity from NSROC regarding the BRT corridor from Dee Why to Chatswood.


Critical Action

Code	Description	Progress	Comments
T3.1.1.2	Pursue regional collaboration to progress the F3 to M2 Motorway link. <i>Responsible Officer: Director Strategy & Environment</i>	 50%	The NorthConnex - M1 Pacific Motorway at Wahroonga to the Hills M2 Motorway link project has progressed with collaborative input across relevant Council Departments and the NorthConnex Authority.

Operational Plan Tasks

Code	Description	Progress	Comments
T3.1.1.2.1	Continue to work with relevant agencies to progress the NorthConnex link. <i>Responsible Officer: Manager Urban Planning</i>	 50%	The NorthConnex project is progressing with the involvement of Council's Operations staff and Strategy and Environment staff.


Critical Action

Code	Description	Progress	Comments
T3.1.1.3	Implement road network improvements identified in the Ku-ring-gai Contributions Plan 2010. <i>Responsible Officer: Director Operations</i>	 50%	Works in the Ku-ring-gai Contributions Plan 2010 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 or Council project-driven and will depend on the development occurring in the local centres.

Key Achievements


Two transport analysis and assessments have commenced for the Gordon Cultural and Civic Hub and for the Turrumurra Community Hub. This will give an opportunity to review the existing transport scheme.

Operational Plan Tasks


Code	Description	Progress	Comments
T3.1.1.3.1	Plan for works in response to development in local centres. <i>Responsible Officer: Manager Urban Planning</i>	 50%	Works in the Ku-ring-gai Contributions Plan 2010 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 or Council project-driven and will depend on the development occurring in the local centres. Projects of note during the reporting period include: * Gordon Local Centre transport planning - transport analysis and assessment commenced of the Gordon Cultural and Civic Hub, incorporating the whole Gordon local centre as the study area. This also gives an opportunity to review the existing transport scheme for the Gordon local centre, with a view to potentially refining it. * Turrumurra Local Centre transport planning - transport analysis and assessment commenced of the Turrumurra Community Hub, incorporating the whole Turrumurra local centre as the study area. This also gives an opportunity to review the existing transport scheme for the Turrumurra local centre, with a view to potentially refining it.

Term Achievement: Council engages with the State Government to upgrade regional roads and reduce congestion in the local road network.

Critical Action

Code	Description	Progress	Comments
T3.1.2.1	<p>A program of prioritised works has been developed and is being implemented in partnership with State government to improve the efficiency of major roads.</p> <p><i>Responsible Officer: Director Operations</i></p>	 <p>50%</p>	<p>Submissions have been lodged with the Roads and Maritimes Services for road and traffic facility projects to seek funding for 2016/17. Council also assisted with the Gordon Interchange project to complete works outside the limits of the interchange.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
T3.1.2.1.1	<p>Pursue funding opportunities with RMS for improvement works on Regional roads and at Blackspot locations.</p> <p><i>Responsible Officer: Manager Traffic & Transport</i></p>	 <p>50%</p>	<p>On 30 July 2015, the following funding applications were lodged with Roads and Maritime Services under the 2016/17 Road Safety Engineering funding program:</p> <ul style="list-style-type: none"> * Lady Game Drive - Blackbutt Creek to De Burgh Road, Killara - install wire rope barrier, new jersey kerb and slip resistant road surface; and * Eastern Arterial Road, Killara - intersection Springdale Road - intersection modifications. <p>Roads and Maritime Services has reviewed the applications and responded in August 2015, advising that it did not support the treatments proposed at Eastern Arterial Road Killara - intersection Springdale Road. The Lady Game Drive nomination remains active.</p>


Theme: Local Economy and Employment

Issue: Promoting Ku-ring-gai's business and employment opportunities.


Long Term Objective: Ku-ring-gai is an attractive location for business investment.

Term Achievement: Ku-ring-gai's opportunities and assets are promoted to strengthen and attract business and employment to the area.


Critical Action

Code	Description	Progress	Comments
E1.1.1.1	<p>Research opportunities to strengthen and attract business to Ku-ring-gai.</p> <p><i>Responsible Officer: Director Community</i></p>	 50%	Council resolved to join the Small Business Friendly Council's Program, an initiative of the NSW State Government's Office of the Small Business Commissioner, during the period to assist in facilitating business growth.


Operational Plan Tasks

Code	Description	Progress	Comments
E1.1.1.1.1	<p>Continue to identify opportunities to promote and strengthen Ku-ring-gai's economy.</p> <p><i>Responsible Officer: Manager Corporate Communications</i></p>	 50%	During the reporting period staff continued to research and monitor the activities of councils, other government agencies and other relevant public and private bodies to identify best practice and suitable programs which could be applied in Ku-ring-gai to promote and strengthen the local economy. The information gathered contributed to a report to Council on 15 December 2015 which resulted in Council resolving to join the Small Business Friendly Council's Program, an initiative of the NSW State Government's Office of the Small Business Commissioner.


Critical Action

Code	Description	Progress	Comments
E1.1.1.2	<p>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.</p> <p><i>Responsible Officer: Director Community</i></p>	 50%	Various initiatives were pursued in the reporting period to promote Ku-ring-gai with economic partners.


Operational Plan Tasks

Code	Description	Progress	Comments
E1.1.1.2.1	<p>Implement Council's strategic actions to promote Ku-ring-gai as a place to invest.</p> <p>Responsible Officer: <i>Manager Corporate Communications</i></p>	 <p>50%</p>	<p>During the reporting period Council has been developing a business engagement program which is being progressively rolled out. This program included 2 breakfast seminars in August and November 2015. Breakfast seminars will continue in 2016 as well as the introduction of a regular business e-news, enhanced web presence and biannual business forums.</p> <p>Work also continued on the town centre activation projects, particularly Activate Lindfield and Activate Turramurra. Although delayed slightly by the State Government's council merger proposals, work has continued to develop these projects that will support and deliver a vibrant local economy and attract investment to the area.</p>

Critical Action


Code	Description	Progress	Comments
E1.1.1.3	<p>Build partnerships with business and stakeholders to promote business opportunities.</p> <p>Responsible Officer: <i>Director Community</i></p>	 <p>50%</p>	<p>Solid progress was made in the reporting period to establish and strengthen partnerships with businesses and stakeholders.</p>

Operational Plan Tasks



Code	Description	Progress	Comments
E1.1.1.3.1	<p>Work with NSW State Government agencies and engage local business Chambers and the business community to support small businesses and promote new business opportunities.</p> <p>Responsible Officer: <i>Manager Corporate Communications</i></p>	 <p>50%</p>	<p>Work undertaken during the reporting period led to a report to Council on 15 December 2015 which resulted in Council resolving to join the State Government's Small Business Friendly Council's Program. Council staff are now in the process of progressing Council's membership of the program which will assist to proactively work with and support businesses and strengthen its relationship with the Office of the Small Business Commissioner.</p> <p>Staff have forged and strengthened relationships with the Ku-ring-gai Chamber of Commerce, Hornsby Chamber of Commerce, Business North Shore and NSW Business Chamber. Discussions have focused on how Council can assist local businesses and business groups to connect with other Ku-ring-gai business operators.</p> <p>Council has worked with these stakeholders to develop and deliver an enhanced business engagement program building on the success of the business breakfast seminars held during 2014 and 2015. This program has included 2 business breakfasts during the reporting period and early 2016 will see the introduction of a regular business e-news, enhanced web presence and biannual business forums.</p>

Term Achievement: Opportunities are pursued to strengthen our local and neighbourhood centres to promote small and medium businesses in Ku-ring-gai.


Critical Action

Code	Description	Progress	Comments
E1.1.2.1	Engage businesses in the centres to provide input into improvement plans. <i>Responsible Officer: Director Community</i>	 50%	Engagement with local and neighbourhood centres was undertaken as required by the status of projects. Work was undertaken in planning for the Activate Turramurra project and an art installation was initiated on the site of the new Village Green in Lindfield.


Operational Plan Tasks

Code	Description	Progress	Comments
E1.1.2.1.1	Collaborate with local businesses and Chambers of Commerce as part of local centre upgrade programs. <i>Responsible Officer: Director Community</i>	 50%	Local centre upgrades did not require collaboration with local businesses or Chambers of Commerce in this period.
E1.1.2.1.2	Engage with businesses to identify needs and opportunities for public domain and neighbourhood improvements plans. <i>Responsible Officer: Director Community</i>	 50%	Engagement with local businesses was not required in this period.

Critical Action

Code	Description	Progress	Comments
E1.1.2.2	Pursue opportunities for events at local places and spaces to strengthen the local economy. <i>Responsible Officer: Director Community</i>	 50%	Council staff worked with organisers of successful local events such as the Wahroonga Food and Wine Festival, the St Ives Food and Wine Festival and the Lindfield markets, to provide business to local places and to strengthen the local economy

Operational Plan Tasks


Code	Description	Progress	Comments
E1.1.2.2.1	Provide advice and guidance to new events at local places and space that demonstrate strong economic returns and activation for the area. <i>Responsible Officer: Director Community</i>	 50%	Work continued with the successful tenderer for the St Ives Old School markets Expression of Interest (Eoi) to commence markets in St Ives.

Issue: Partnering for business and employment growth.


Long Term Objective: Key stakeholders have confidence in, and pro-actively partner with Council to enhance employment and economic benefits.

Term Achievement: 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.


Critical Action

Code	Description	Progress	Comments
E2.1.1.1	Work with economic partners to develop common strategic economic employment objectives for Ku-ring-gai. <i>Responsible Officer: Director Community</i>	 50%	Throughout the reporting period work was undertaken with the State Government Office of Small Business Commissioner and other regional bodies such as Business North Shore and NSW Business Chamber in developing regional partnerships and strengthening local economy. The Activate Ku-ring-gai projects are also important strategic employment opportunities which were progressed in the reporting period.


Operational Plan Tasks

Code	Description	Progress	Comments
E2.1.1.1.1	Continue to work with local Chambers of Commerce and business groups to implement economic development priorities and actions. <i>Responsible Officer: Manager Corporate Communications</i>	 50%	Council staff are maintaining ongoing dialogue with local business chambers and groups to implement priorities and actions. Council has met with and is in regular dialogue with local chambers and business group and uses the outputs of these discussions to inform its plans for business engagement and other economic development activities.

Critical Action

Code	Description	Progress	Comments
E2.1.1.2	Participate in and initiate regional programs that will broaden economic employment opportunities for Ku-ring-gai residents. <i>Responsible Officer: Director Community</i>	 50%	Business Breakfasts have been held during the reporting period, staff attended a Regional Economic Development conference, and planning has commenced for a small business forum.

Operational Plan Tasks


Code	Description	Progress	Comments
E2.1.1.2.1	<p>Work with surrounding Councils and NSROC to align with and implement economic objectives that will broaden economic employment opportunities for Ku-ring-gai.</p> <p>Responsible Officer: <i>Manager Corporate Communications</i></p>	 <p>50%</p>	<p>Council staff have met with local and regional Councils as well as Chambers of Commerce, local business groups and representatives from the State Government.</p> <p>These meetings have resulted in the development of the business engagement program being progressively rolled out which builds on the success of business events during 2014 and 2015. Council has also identified opportunities in supporting local businesses to participate in the Federal Government's innovation and ideas initiative which will be progressed in 2016.</p>

Issue: Visitation opportunities.


Long Term Objective: Ku-ring-gai has a range of activities and experiences that attract visitors.


Term Achievement: Tourism business has been strengthened and expanded.

Critical Action

Code	Description	Progress	Comments
E3.1.1.1	<p>Work with partners to develop a tourism and visitation strategy for Ku-ring-gai.</p> <p>Responsible Officer: <i>Director Community</i></p>	 <p>50%</p>	<p>The St Ives Precinct Visitors' Centre continues to attract new visitors to the area with over 2,250 visitors from September to December 2015, taking the total visitor numbers for the July-December period to approximately 3,700. The St Ives Precinct has had over 1,330 bookings for the period, including 8 major events.</p> <p>An EOI has been advertised for leisure activities at the St Ives Precinct, and research has commenced for the development of a Tourism and Visitation Strategy. Additional work has progressed on the Tourism and Visitation Strategy for Ku-ring-gai with an EOI being prepared during the reporting period.</p>


Operational Plan Tasks

Code	Description	Progress	Comments
E3.1.1.1.1	<p>Develop a tourism and visitation strategy for the Ku-ring-gai local government area.</p> <p>Responsible Officer: <i>Director Community</i></p>	 <p>50%</p>	<p>Discussions with potential consultants to develop the strategy have been completed.</p>



E3.1.1.1.2	Undertake studies and research to determine viability of accommodation options to overnight stays in Ku-ring-gai. Responsible Officer: Director Community		A forum for interested residents to turn their homes into B&B's is being planned to expand accommodation options in the area.
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Term Achievement: Ku-ring-gai is marketed as a provider of a range of visitor activities and experiences.

Critical Action

Code	Description	Progress	Comments
E3.1.2.1	Work with partners to develop a marketing program that recognises, promotes and supports local activities, both new and existing. Responsible Officer: Director Community		Ku-ring-gai continued to develop a reputation for well run and interesting events. In the reporting period the very successful Medieval Faire, Back to the 50's Festival, Polo Spectacular, Wildflower Garden Festival and the Wahroonga Food and Wine Festival were held, attracting the local community as well as visitors from outside the Council area. Preparations for the St Ives Food and Wine Festival and the WW1 commemorations were undertaken during the reporting period.

Operational Plan Tasks

Code	Description	Progress	Comments
E3.1.2.1.1	Develop guidelines to facilitate the creation and delivery of new events by business and community organisations. Responsible Officer: Director Community		The development of guidelines continued for the delivery of new events. They will be published in the next reporting period.
E3.1.2.1.2	Facilitate opportunities for organisations to stage events. Responsible Officer: Manager Corporate Communications		During the reporting period Council provided resources to facilitate the organisation of events such as: * Wahroonga Food and Wine Festival; * The Great Market – Lindfield; * Carols in the Park - West Pymble; and * Graffiti Removal Day. Council continues to work with small businesses and community groups to assist in the organisation of community events.


Theme: Leadership and Governance

Issue: Leadership.



Long Term Objective: A shared long term vision for Ku-ring-gai underpins strategic collaboration, policy development and community engagement.


Term Achievement: 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.

Critical Action

Code	Description	Progress	Comments
L1.1.1.1	<p>Conduct a structured engagement program with the community around issues, challenges and opportunities affecting the achievement of agreed outcomes for Ku-ring-gai.</p> <p><i>Responsible Officer: Director Community</i></p>	 50%	<p>A broad and structured program of engagement was carried out during the reporting period which was mainly focussing on Local Government Reform. Significant engagement was undertaken with the community to gauge attitudes towards proposed council amalgamations including a representative sample, a telephone survey and an online survey and a public meeting.</p>


Operational Plan Tasks

Code	Description	Progress	Comments
L1.1.1.1.1	<p>Monitor and report on the outcomes of community engagement and consultation and identified policy related issues.</p> <p><i>Responsible Officer: Manager Corporate Communications</i></p>	 50%	<p>During the period, work was conducted with staff across the organisation to assist with their community engagement activities. This has resulted in further take up of new engagement tool and techniques, particularly in the online engagement space. As a result the use online engagement tools will see an increase use in 2016.</p> <p>A Community Engagement evaluation questionnaire was developed which will be used to evaluate community engagement activities and facilitate continuous improvement in the community engagement space. Supporting guidance for this questionnaire will be developed in early 2016 to be briefed across the organisation this financial year.</p>
L1.1.1.1.2	<p>Report on the progress of the adopted Community Strategic Plan 2030.</p> <p><i>Responsible Officer: Manager Integrated Planning, Property & Assets</i></p>	 50%	<p>All required monitoring and reporting has been completed for the Community Strategic Plan during the reporting period. This included an internal progress review of 2015/16 Operational Plan tasks for the September quarter and the September budget review, which was reported to Council's meeting of 24 November 2015. Progress reporting on both tasks and critical actions contained in Council's revised Delivery Program and Operational Plan is included in this December bi-annual review.</p>


L1.1.1.1.3	<p>Council's planning and reporting is promoted to external stakeholders, including government agencies, organisations and the broader community.</p> <p>Responsible Officer: <i>Manager Integrated Planning, Property & Assets</i></p>		<p>Council's planning and reporting was promoted to external stakeholders and the broader community through media releases, E-newsletters, facebook and online information, publication of Council's Annual Report as well as quarterly updates of Council's progress on current works, projects and priorities.</p> <p>Copies of all adopted Integrated Planning and Reporting plans are available on Council's website with explanatory information and hard copies are available for the public to view at Council's customer service counter and libraries.</p>
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Term Achievement: Council leads the community by advocating, influencing and participating in policy development to the benefit of the local area.

Critical Action


Code	Description	Progress	Comments
L1.1.2.1	<p>Council actively engages with stakeholders to inform the development of Council's strategies and plans as appropriate.</p> <p>Responsible Officer: <i>Director Strategy & Environment</i></p>		<p>During the reporting period Council staff have continued to respond to the NSW Government and its Agencies on local government reform. Submissions and presentations have been made on Fit for the Future and Council mergers and the reporting and compliance burdens on Local Government.</p>

Operational Plan Tasks


Code	Description	Progress	Comments
L1.1.2.1.1	<p>Proactively participate in and respond to policy development affecting Ku-ring-gai at state and regional levels.</p> <p>Responsible Officer: <i>Director Strategy & Environment</i></p>		<p>During the reporting period Council staff have continued to respond to the NSW Government and its Agencies on local government reform. Submissions and presentations have been made on Fit for the Future and Council mergers and the reporting and compliance burdens on Local Government.</p>

Term Achievement: Partnerships are established with government agencies, regional and local organisations and community groups and are working to achieve Ku-ring-gai's community outcomes.

Critical Action


Code	Description	Progress	Comments
L1.1.3.1	<p>Pursue new opportunities for partnership arrangements with other agencies, organisations and community groups to achieve community outcomes.</p> <p>Responsible Officer: <i>Director Community</i></p>		<p>Council continued to facilitate partnerships throughout the reporting period with a broad range of state government agencies, organisations and community groups. The small business program and business breakfasts offer opportunities for council and members of the business community to network and develop professional relationships.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
L1.1.3.1.1	<p>Pursue priority areas where partnership arrangements will provide tangible benefits to the local area.</p> <p>Responsible Officer: Director Community</p>	 50%	<p>In the last 6 months the Wahroonga Food and Wine Festival was held with over 7000 people attending the event. Council has sponsored the very successful event for the third year. Planning for the St Ives Food and Wine Festival was undertaken and sponsorships were approved for events for a number of organisations such as Carols in the Park and the Ku-ring-gai Philharmonic Orchestra.</p>

Term Achievement: Council's responses to government policy and reforms are guided by and aligned with the adopted Community Strategic Plan 'Our Community Our Future 2030'.



Critical Action

Code	Description	Progress	Comments
L1.1.4.1	<p>The organisation responds flexibly, proactively and equitably to challenges and opportunities arising from government policy changes and reforms.</p> <p>Responsible Officer: Director Corporate</p>	 50%	<p>The main focus during this reporting period continued to be communicating the state government's proposed reforms to local councils through Fit for the Future - specifically the impacts on the Ku-ring-gai community if a proposed merger with Hornsby proceeded. Council's response to proposed mergers continue to be guided by and aligned with the adopted Community Strategic Plan.</p>

Key Achievements

Council communicated widely with the community regarding the proposed reforms to local government through a variety of channels.

Operational Plan Tasks


Code	Description	Progress	Comments
L1.1.4.1.1	Analyse and provide appropriate submissions to government proposals affecting the local government industry. <i>Responsible Officer: Manager Records & Governance</i>	 50%	There were no submissions to government proposals affecting the local government industry during this reporting period.
L1.1.4.1.2	Undertake ongoing communication with our community to ensure they understand proposed changes in legislation. <i>Responsible Officer: Manager Corporate Communications</i>	 50%	The main focus during this period continued to be communicating the state government's proposed reforms to local councils through Fit for the Future - specifically the impacts on the Ku-ring-gai community if a proposed merger with Hornsby proceeded. This involved regular updates to the web page, bulletins from the Mayor and announcements via the corporate advertisement, media releases and social media. Other communications tools used to communicate the likely impacts of the proposed merger included letters to local media; mayoral columns; advertisements; briefing of Mayor for radio interviews; media releases; talking points and briefing notes for Mayor and senior staff; preparation of street banners. The snapshot of Council's operational achievements (General Manager's report) was completed for July-December, published on the website for the public and distributed to Councillors in printed format.

Issue: Financial Capacity and Sustainability.



Long Term Objective: Council rigorously manages its financial resources and assets to maximise delivery of services.


Term Achievement: Council maintains and improves its long term financial position and performance.

Critical Action


Code	Description	Progress	Comments
L2.1.1.1	<p>Achieve financial sustainability targets identified in the Long Term Financial Plan.</p> <p>Responsible Officer: Director Corporate</p>	 50%	<p>Council's 10 year Long Term Financial Plan (LTFP) was adopted by Council on 23 June 2015 as part of Council's Resourcing Strategy that also incorporates the 2015/16 Annual Budget.</p> <p>Council's current financial performance and position, including key financial indicators are monitored against budget on a monthly basis and reported to Council as part of Quarterly Budget Reviews. As at December Quarterly Budget review, all key financial indicators (i.e. operating surplus, working capital, unrestricted current ratio) are expected to be achieved by end of financial year.</p> <p>Fit for the Future (FFTF) financial performance indicators are meeting current industry benchmarks in all forecast years, except for the Infrastructure Backlog Ratio in 2015/16. Council adopted a new funding strategy for asset renewals, which will see this ratio significantly, decrease in the first two years of the LTFP with further reduction in future years. Council forecasts no infrastructure backlog by 2021/22. The new funding strategy is discussed in detail in Council's Long Term Financial Plan.</p>

Operational Plan Tasks


Code	Description	Progress	Comments
L2.1.1.1.1	<p>Review Long Term Financial Plan each year based on 10 year forecasts.</p> <p>Responsible Officer: Director Corporate</p>	 50%	<p>The key financial targets are monitored as part of Quarterly Budget Reviews (QBR) to Council. As at December 2015, all key financial indicators are expected to be achieved.</p>
L2.1.1.1.2	<p>Undertake quarterly reporting to Council on the financial performance of the organisation.</p> <p>Responsible Officer: Director Corporate</p>	 50%	<p>December 2015 Quarterly Budget Review is in progress with meetings held with Departmental Managers and Directors. Financial indicators will be assessed as part of the finalisation of the budget review. All indicators are expected to be met as identified in the Long Term Financial Plan.</p>


L2.1.1.1.3	Undertake divestment of identified assets to invest in infrastructure assets renewal. Responsible Officer: Director Corporate	 50%	Council is yet to make a decision on the divestment of assets. The Long Term Financial Plan assumes proceeds from asset sale to be reinvested in infrastructure renewal. The progress of this will be monitored throughout the year.
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Critical Action

Code	Description	Progress	Comments
L2.1.1.2	Review opportunities for sustainable and equitable increases to Council's income supported by the community. Responsible Officer: Director Corporate	 50%	<p>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 December 2015 were above benchmark. The weighted average return for the total portfolio as at the end of December was 3.56% compared to the benchmark of the UBS Bank Bill Index of 2.17%. The net return on investments as at December 2015 was \$1,958,000 against the annual revised budget of \$1,909,000, giving an YTD favourable variance of \$49,000.</p> <p>A review and benchmarking analysis on Council's fees and charges against neighbouring Councils was completed in the last financial year (2014/15). Based on the review findings, Council approved increases to sportsground fees and charges over two financial years starting from 2015/16 to be more consistent for similar facilities in the neighbouring Northern Sydney Regional Organisation of Councils (NSROC) councils. The changes were adopted as part of the adoption of the Delivery Program and Operational Plan 2015/16.</p> <p>The second stage of fee increases to sportsground fees will be reflected in Council's Fees & Charges for 2016/17 and proposed for adoption as part of the Delivery Program and Operational Plan 2016/17.</p>


Operational Plan Tasks

Code	Description	Progress	Comments
L2.1.1.2.1	Continue to analyse opportunities to expand the revenue base of Council. Responsible Officer: Manager Finance	 50%	Examination of cost recovery for fees is ongoing.


L2.1.1.2.2	<p>Ensure the commercial property portfolio provides market returns.</p> <p>Responsible Officer: <i>Manager Integrated Planning Property & Assets</i></p>	 50%	<p>The completion of commercial negotiations for the Gordon air-bridge lease is subject to Development Application approval. Commercial terms proposed are in accordance with expert independent valuation advice received from Council's valuer.</p> <p>The HART sublease is still awaiting Crown Lands Office approval but commercial terms proposed are consistent with expert independent valuation advice received from Council's valuer.</p> <p>Release of Council easements over development sites - Council has extended commercial terms to extinguish two existing easements at Mona Vale Road St Ives and Gilroy Road Turramurra based on expert valuation advice received from Council's valuer. One offer has been accepted and follow up action is occurring in respect of the St Ives site.</p>
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Term Achievement: Council's financial services provide accurate, timely, open and honest advice to the community.

Critical Action


Code	Description	Progress	Comments
L2.1.2.1	<p>Coordinate financial advice to ensure Council meets overall budget performance.</p> <p>Responsible Officer: <i>Director Corporate</i></p>	 50%	<p>Council's budget performance is monitored on a monthly basis by way of monthly meetings with budget managers and quarterly departmental meetings. Monthly and quarterly budget reports with budget variations and commentary are also provided to senior management for review and to assist in decision making.</p> <p>Quarterly Budget Reviews (QBR) are adopted by Council on a quarterly basis. These reports analyse Council's financial performance for the quarter and forecast end of financial year position by recommending budget adjustments to operating and capital budget.</p> <p>The latest adopted Quarterly Budget Review YTD September highlighting Council's financial performance was adopted by Council on 24 November 2015. As at the end of September, budget adjustments proposed in the review increased the forecast operating surplus (including capital items) by \$629k compared to revised budget. This was primarily due to increased Roads to Recovery (RtoR) grant funding brought forward from 2016/17. When excluding capital income and gain on asset sales, the net operating result will increase by \$488k. The forecast working capital balance at 30 June 2016 is projected to remain at \$4.6m, in line with the Long Term Financial Plan (LTFP) target.</p>

Operational Plan Tasks


Code	Description	Progress	Comments
L2.1.2.1.1	<p>Manage financial performance to achieve targets as defined in the Long Term Financial Plan.</p> <p><i>Responsible Officer: Manager Finance</i></p>	 50%	The December Quarterly Budget Review is in progress with meetings held with Departmental Managers and Directors. Financial indicators will be assessed as part of the finalisation of the budget review and a report will be provided to Council. All indicators are expected to be met as identified in the LTFP.


Term Achievement: Council expenditure satisfies the needs of the community.

Critical Action

Code	Description	Progress	Comments
L2.1.3.1	<p>Monitor expenditure to ensure it is in accordance with the expressed wishes of the community and identified in the Community Strategic Plan.</p> <p><i>Responsible Officer: Director Corporate</i></p>	 75%	<p>Council's expenditure forms part of the Annual Budget and Long Term Financial Plan (LTFP). The LTFP, the Asset Management Strategy & Workforce Strategy are fully integrated within Council's adopted Resourcing Strategy.</p> <p>Operational and capital expenditure and funding sources are monitored and reported as part of Quarterly Budget Reviews to Council. Detailed analysis on capital project expenditure budget adjustments are included in the report to Council. The latest adopted Quarterly Budget Review (QBR) YTD September highlighting Council's financial performance was adopted by Council on 24 November 2015. As at the end of September, budget adjustments proposed in the review increased the forecast operating surplus (including capital items) by \$629k compared to revised budget. This was primarily due to increased Roads to Recovery (RtoR) grant funding brought forward from 2016/17. When excluding capital income and gain on asset sales, the net operating result will increase by \$488k. The forecast working capital balance at 30 June 2016 is projected to remain at \$4.6m, in line with the Long Term Financial Plan target.</p>


Operational Plan Tasks

Code	Description	Progress	Comments
L2.1.3.1.1	<p>The Resourcing Strategy integrates the Long Term Financial Plan, Work Force Plan and Asset Management Strategy.</p> <p><i>Responsible Officer: Manager Finance</i></p>	 100%	Council's adopted Resourcing Strategy fully integrates the Long Term Financial Plan, Asset Management Strategy & Workforce Strategy.


L2.1.3.1.2	<p>Report on the completion of major works and community outcomes through Integrated Planning and Reporting documents.</p> <p>Responsible Officer: <i>Manager Integrated Planning Property & Assets</i></p>		<p>During the six month reporting period Council published its 2014/15 Annual Report. The report detailed the progress and completion of major works and outcomes for the 2014/15 year as well as Council's activities, achievements and challenges.</p> <p>Key achievements for the 2014/15 year included completion of the Ku-ring-gai Fitness and Aquatic Centre; completion of a significant program of road works, footpaths, parks, playgrounds and playing fields; a highly successful Medieval Faire and other community events; progression of revitalisation designs for Lindfield and Turramurra Town Centres as well as a number of awards received for Council's 2013/14 Annual Report, the inaugural Medieval Faire, Council's environment and sustainability brand 'Loving Living Ku-ring-gai ', Council's open space strategy and urban design guidelines for apartments.</p>
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Term Achievement: Council has increased its commitment to infrastructure asset management priorities.


Critical Action

Code	Description	Progress	Comments
L2.1.4.1	<p>Financial strategies underpin Council's asset management policies and strategic vision.</p> <p>Responsible Officer: <i>Director Corporate</i></p>		<p>Capital expenditure and funding on infrastructure assets has been monitored and reported as part of Quarterly Budget Reviews to Council. Further analysis of future funding on infrastructure has been performed and reflected in the current Annual Budget 2015/2016 and the Long Term Financial Plan (LTFP) 2015/2016 - 2024/2025.</p> <p>Council considered and adopted funding strategies for infrastructure assets that prioritise asset maintenance and renewal expenditure for new and upgraded assets. The new funding strategy is detailed in Council's Resourcing Strategy and the LTFP.</p>




Operational Plan Tasks

Code	Description	Progress	Comments
L2.1.4.1.1	<p>Identify available funding sources in the Long Term Financial Plan and allocate to priority projects and assets.</p> <p>Responsible Officer: <i>Manager Integrated Planning Property & Assets</i></p>		<p>Funding sources have been allocated as part of the Annual Budget and LTFP and are monitored during quarterly budget reviews to Council.</p>

Critical Action

Code	Description	Progress	Comments
L2.1.4.2	<p>Regularly revise Council's strategic asset management plans and integrate with financial planning processes.</p> <p>Responsible Officer: Director Strategy & Environment</p>	 <p>50%</p>	<p>Council's adopted Asset Management Strategy (AMS) is revised annually to align with the Long Term Financial Plan (LTFP). Revision of the Roads & Transport Asset Management Plan is scheduled for completion early 2016 with other asset classes to follow.</p> <p>Business Systems is now in the process of implementing the fourth asset class (IT Equipment) into the corporate asset management system. Further integration is being progressed with the introduction of mobility products for Enterprise Asset Management including Mobile Work Orders, Crew Management, Mobile Inspections and Asset Survey. This will improve how Council's outdoor staff to respond issues whilst in the field. Work is being carried out to release corporate software for the Capital Works system that will enhance the financial management of our projects related to capital works.</p>

Operational Plan Tasks


Code	Description	Progress	Comments
L2.1.4.2.1	<p>Continually improve the integrity of asset data and asset registers.</p> <p>Responsible Officer: Manager Integrated Planning Property & Assets</p>	 <p>50%</p>	<p>Council's adopted Asset Management Strategy (AMS) is revised annually to align with the Long Term Financial Plan (LTFP). Following completion of the revised AMS & LTFP an updated Roads & Transport Asset Management Plan is being prepared.</p>
L2.1.4.2.2	<p>Report on infrastructure asset management and improvement plans.</p> <p>Responsible Officer: Manager Integrated Planning Property & Assets</p>	 <p>50%</p>	<p>Revision of the Roads & Transport Asset Management Plan is scheduled for completion early 2016 with other asset classes to follow.</p>
L2.1.4.2.3	<p>Implement an integrated corporate asset management system for all asset classes.</p> <p>Responsible Officer: Manager Information Technology & Communications</p>	 <p>50%</p>	<p>Business Systems is now in the process of implementing our fourth asset class being IT Equipment. Along with this we are also moving forward with our mobility products for Enterprise Asset Management including Mobile Work Orders, Crew Management, Mobile Inspections and Asset Survey. Our final asset software for this year is the Capital Works system that will manage our projects related to capital works.</p>

Issue: Good Governance and Management.



Long Term Objective: The organisation is recognised and distinguished by its ethical decision-making, efficient management, innovation and quality customer service.

Term Achievement: Council's integrity and operating effectiveness is continually being improved through its leadership, decision-making and policies.

Critical Action


Code	Description	Progress	Comments
L3.1.1.1	<p>A Council business framework is developed to incorporate best practice integrated planning objectives.</p> <p>Responsible Officer: Director Strategy & Environment</p>	 50%	<p>All planned actions for integrating business and decision-making systems and processes with integrated planning objectives were completed for the period July to December 2015. This included implementation of improved guidelines and reporting formats for the Performance Planning corporate system which provides fully integrated reporting on the Community Strategic Plan, Resourcing Strategy, Delivery Program and Operational Plan.</p> <p>All statutory requirements for the preparation of and reporting on Integrated Planning documents were achieved. This included the publishing of Council's adopted 2015/16 Operational Plan and revised Resourcing Strategy, publishing of Council's 2014/15 Annual Report, September Quarterly Budget Review and September Quarter review of 2015/16 Operational Plan tasks.</p>
Key Achievements			
All statutory requirements for the preparation of and reporting on Integrated Planning documents were achieved.			

Operational Plan Tasks




Code	Description	Progress	Comments
L3.1.1.1.1	<p>Report on the integration of business and decision-making systems and processes with integrated planning objectives.</p> <p>Responsible Officer: Manager Integrated Planning Property & Assets</p>	 50%	<p>All planned actions for integrating business and decision-making systems and processes with integrated planning objectives were completed for the period July to December 2015.</p> <p>This included implementation of improved guidelines and reporting formats for the Performance Planning corporate system which provides fully integrated reporting on the Community Strategic Plan, Resourcing Strategy, Delivery Program and Operational Plan.</p>
L3.1.1.1.2	<p>Prepare Integrated Planning and Reporting documents and complete all statutory reporting required under the Local Government Act and Integrated Planning and Reporting framework.</p> <p>Responsible Officer: Manager Integrated Planning Property & Assets</p>	 50%	<p>During the reporting period all statutory requirements for the preparation of and reporting on Integrated Planning documents were achieved. This included the publishing of Council's adopted 2015/16 Operational Plan and revised Resourcing Strategy, publishing of Council's 2014/15 Annual Report, September Quarterly Budget Review and September Quarter review of 2015/16 Operational Plan tasks.</p>


Term Achievement: Integrated risk management, compliance and internal control systems are in place to identify, assess, monitor and manage risks throughout the organisation.

Critical Action

Code	Description	Progress	Comments
L3.1.2.1	<p>Risk management is integrated into Council's business framework.</p> <p>Responsible Officer: Director Corporate</p>	 <p>78%</p>	<p>A review of the Risk Management Framework/Plan has been completed and is currently being considered.</p> <p>A customer action request system capturing incidents is currently being developed, which will generate statistical data for strategic improvement by management and the executive.</p> <p>All Business Continuity Plans have been placed in a revised and simplified template and sent to business unit managers for team consultation and formalisation.</p> <p>A Business Continuity Handbook to be provided to business unit managers is also in the process of being drafted to assist in clarifying objectives and obligations of business continuity planning.</p> <p>Insurance policies and their coverage have been reviewed and renewed for period 30/6/15 to 30/6/16.</p>


Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.2.1.1	<p>Continue the development of a Risk Management Plan and ensure risks and related actions are monitored, reported on and followed up.</p> <p>Responsible Officer: Manager People & Culture</p>	 <p>60%</p>	<p>A review of the Risk Management Framework/Plan was completed in this reporting period. A business case was submitted to the Director Corporate and in principle support provided. The business case will be presented to the General Manager and Directors in January 2016 with a favourable decision anticipated and update of input fields in TechnologyOne undertaken immediately after approval simplifying the risk recording process.</p>
L3.1.2.1.2	<p>Incident review and continuous improvement processes are integrated into the online risk management system.</p> <p>Responsible Officer: Manager People & Culture</p>	 <p>75%</p>	<p>A customer action request system capturing incidents is currently being developed. It will generate statistical data for strategic improvement by management and the executive.</p>
L3.1.2.1.3	<p>Align business continuity processes with Australian Inter-service Incident Management System (AIMS) and Local Emergency Management Officer (LEMO).</p> <p>Responsible Officer: Manager People & Culture</p>	 <p>75%</p>	<p>All Business Continuity Plans have been placed in a revised and simplified template and sent to business unit managers for team consultation and formalisation. A submission date of late January was been given to business unit managers to complete this task. Once submitted they will be reviewed and instructions provided on necessary drills.</p> <p>A Business Continuity Handbook to be provided to business unit managers is also in the process of being drafted to assist in clarifying objectives and obligations of business continuity planning.</p>

L3.1.2.1.4	Undertake a review of insurance processes/protocols for the purpose of continuous improvement and implement changes where necessary. Responsible Officer: <i>Manager People & Culture</i>	 100%	Insurance policies and their coverage have been reviewed and renewed for period 30/6/15 to 30/6/16. As other issues are identified, appropriate policies are identified to ensure coverage for the event.
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Term Achievement: 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.



Critical Action

Code	Description	Progress	Comments
L3.1.3.1	Ensure effective and efficient conduct of Council and committee meetings for the benefit of councillors and the community. Responsible Officer: <i>Director Corporate</i>	 50%	Council meetings continue to run in an effective and efficient manner. Councillors are provided with regular information regarding meeting conduct to ensure compliance with the Code of Meeting Practice and the Code of Conduct.


Key Achievements

Minor refinements to meeting preparation processes were implemented this reporting period, to streamline public participation in meetings and ensure effective use of meeting time.




Operational Plan Tasks

Code	Description	Progress	Comments
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. Responsible Officer: <i>Manager Records & Governance</i>	 50%	Business papers were created for all meetings of Council held during the July to December 2015 reporting period in accordance with the established time-frames in Council's Code of Meeting Practice. Business papers and minutes were created for five (11) scheduled Ordinary Meetings of Council held during the reporting period, with an additional (1) Ordinary meeting held on 15 December 2015. There was also one (1) Extraordinary Meeting of Council held on 17 November 2015.
L3.1.3.1.2	Deliver ethics and code of conduct training to Councillors and staff, as part of the induction program and refresher sessions for existing staff. Responsible Officer: <i>Manager People & Culture</i>	 50%	Code of Conduct training was delivered as part of Council's Induction Program for new starters to Council on 17 September 2015. The new Induction Program will be scheduled for the end of January/beginning of February for new starters.


Critical Action

Code	Description	Progress	Comments
L3.1.3.2	Internal audit function is supported and operating effectively. <i>Responsible Officer: Director Corporate</i>	 100%	Updates on Councils internal audit program together with customer complaints and compliments is provided to the Audit & Risk Committee on a quarterly basis. Ongoing reporting to the Independent Commission Against Corruption, the Ombudsman and the Office of Local Government is provided as required.

Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.3.2.1	Internal audit programs and statistics are reported to each Audit and Risk Committee meeting. <i>Responsible Officer: Manager People & Culture</i>	 100%	An update on Councils internal audit program is provided to the Audit & Risk Committee on a quarterly basis.
L3.1.3.2.2	The results of investigations into staff and customer complaints are reported to the Audit and Risk Committee. <i>Responsible Officer: Manager People & Culture</i>	 100%	A report on customer complaints and compliments is provided at each Audit & Risk Committee meeting.
L3.1.3.2.3	Ensure compliance with requests from external Government organisations in relation to investigations. <i>Responsible Officer: Manager People & Culture</i>	 100%	Ongoing reporting provided to the Independent Commission Against Corruption, the Ombudsman and Office of Local Government.



Critical Action

Code	Description	Progress	Comments
L3.1.3.3	Compliance with the requirements of relevant Acts and Regulations. <i>Responsible Officer: Director Corporate</i>	 50%	Council complied with its requirements under relevant Acts and Regulations during the reporting period. Council has implemented the Legislative Compliance Database across the organisation in order to increase the effectiveness of its recording of legislative and regulatory compliance obligations.


Key Achievements

During the reporting period, Council staff processed 596 informal GIPA applications and 11 formal GIPA applications.

Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.3.3.1	Comply with the Government Information (Public Access) and Privacy and Personal Information Acts (PIPP). <i>Responsible Officer: Manager Records & Governance</i>	 50%	During the reporting period Council staff processed 596 informal requests for access to Council information and eleven (11) 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.
L3.1.3.3.2	Comply with the requirements of the Local Government Act and Regulations. <i>Responsible Officer: Manager Records & Governance</i>	 50%	Council complied with its requirements under relevant Acts and Regulations. Council has implemented the Legislative Compliance Database across the organisation in order to increase the effectiveness of its recording of legislative and regulatory compliance obligations.



Critical Action


Code	Description	Progress	Comments
L3.1.3.4	Continue to improve internal Council policies and maintain registers to accord with legislation. <i>Responsible Officer: Director Corporate</i>	 50%	During the reporting period all legislative requirements for Council policies and registers were met.

Key Achievements


During the period the Local Approvals Policy was reviewed and submitted to Council for Adoption.

Operational Plan Tasks





Code	Description	Progress	Comments
L3.1.3.4.1	Maintain a policy review program to ensure the currency of all policy documents <i>Responsible Officer: Manager Records & Governance</i>	 50%	The Governance team continued to maintain control data relating to the currency of all of Council's policies using the Controlled Documents Register. A review is being conducted of all Council's policies. Governance related policies continue to be reviewed and updated by the Governance Team as required. During the period the Local Approvals Policy was reviewed and submitted to Council for Adoption.
L3.1.3.4.2	Participate in policy review opportunities to implement the principles of sustainability. <i>Responsible Officer: Manager Environment & Sustainability</i>	 50%	Environment and Sustainability staff continued to participate in policy review opportunities to implement the principles of sustainability, as required.

L3.1.3.4.3	Oversee the regular review and update of Council's publicly available registers. <i>Responsible Officer: Manager Records & Governance</i>	 50%	The Governance Team continued to maintain the currency of Council's public registers. A full audit and review of public registers is scheduled for the second half of the financial year.
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Critical Action


Code	Description	Progress	Comments
L3.1.3.5	Maintain transparency and accountability in the management of tenders, contracts and purchasing of goods and services. <i>Responsible Officer: Director Corporate</i>	 50%	All tenders issued have complied with the framework established. Internal and external probity maintained based on probity guidelines.

Operational Plan Tasks




Code	Description	Progress	Comments
L3.1.3.5.1	Develop, implement and maintain guidelines for use by the Tender Evaluation Committee (TEC) members. <i>Responsible Officer: Director Corporate</i>	 50%	Council continues to provide guidance and assistance for all tenders to ensure probity is maintained and complied with.
L3.1.3.5.2	Roll out training for users of contracts and guidelines to support use across Council. <i>Responsible Officer: Director Corporate</i>	 50%	All documentation is progressing well and Council will be scheduling training sessions for the 2015/16 financial year in February 2016.
L3.1.3.5.3	Implement modifications to existing systems for improved management of suppliers. <i>Responsible Officer: Director Corporate</i>	 50%	A review of current suppliers has commenced and is ongoing. Additional information will be sourced from suppliers who are deemed appropriate to remain in the system following this review.
L3.1.3.5.4	Implement changes to Stores system to establish categories and generate Stored Items register. <i>Responsible Officer: Director Corporate</i>	 50%	An interim stocktake was conducted December 2015, of which the results were used to enable improvements to Council processes. The storage and organisation of stock will be overhauled in the third and fourth quarter.

Term Achievement: The organisation is recognised as a leader in sustainability.


Critical Action

Code	Description	Progress	Comments
L3.1.4.1	Sustainability is integrated into Council's business framework. <i>Responsible Officer: Director Strategy & Environment</i>	 50%	Priority actions from Council's Corporate Sustainability Action Plan (CSAP) 2015 are currently being implemented, guided by Council's CSAP Working Group and with the support of Council's staff sustainability network, the Ku-ring-gai Greenbacks (KGB). Environmentally Sensitive Lands (ESL) training was delivered to 19 staff over this reporting period. A number of environmental risk management actions continue to be undertaken, as identified in Council's risk management online system, including environmental assessments, training for staff and climate change adaptation activities.


Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.4.1.1	Implement Council's Corporate Sustainability Action Plan and corporate sustainability program. <i>Responsible Officer: Manager Environment & Sustainability</i>	 50%	The inaugural Corporate Sustainability Action Plan (CSAP) Working Group meeting was held in October 2015, to discuss progress made to date on the CSAP and priority actions for the remainder of the 2015/16 financial year. As part of staff engagement efforts, a monthly schedule of sustainability events and activities has been planned.
L3.1.4.1.2	Deliver Environmentally Sensitive Lands training and other staff engagement programs. <i>Responsible Officer: Manager Environment & Sustainability</i>	 50%	Activities by Council's staff sustainability network, the Ku-ring-gai Green Backs (KGB), were put on hold during this period while the Corporate Sustainability Action Plan (CSAP) was rolled out throughout the organisation. Members of the KGB will support the implementation of priority CSAP actions for each Council department, as determined at the recent CSAP Working Group meeting in October 2015. Three modules of Environmentally Sensitive Lands (ESL) training was delivered over the reporting period, namely sediment and erosion control, Aboriginal heritage awareness and ecologically sensitive lands DEKHO training, with 19 staff in total attending.
L3.1.4.1.3	Progress, monitor and report on Council's environmental risk management processes and activities. <i>Responsible Officer: Manager Environment & Sustainability</i>	 50%	A number of environmental risk management actions continue to be undertaken, as identified in Council's risk management online system. These include environmental assessments, training for staff and climate change adaptation activities. A review of Council's environmental risks has recently been undertaken and these identified risks will be addressed through a review of Council's Work, Health and Safety (WHS) standard, which will incorporate environmental management (as Council moves from a risk management approach to an enterprise approach).

Critical Action


Code	Description	Progress	Comments
L3.1.4.2	<p>Monitoring and reporting on sustainability performance informs investment and management priorities.</p> <p>Responsible Officer: Director Strategy & Environment</p>	 <p>50%</p>	<p>Council continues to monitor its performance against its Greenhouse Gas (GHG) Reduction Action Plan and Corporate Sustainability Action Plan. Between 2000 and 2015 Council has reduced greenhouse gas emissions from its fleet by 30% and from street lighting by 1.5%. Greenhouse gas emissions from fixed assets have decreased by 2% since 2000 for common accounts, due to energy efficiency measures and alternative energy projects implemented across Council. However, when incorporating the emissions from new electricity accounts added between 2000 and 2015, Council's emissions from fixed assets were 68% higher in 2015 than in 2000. Council's overall GHG emissions have increased by 16% between 2000 and 2015. This highlights that there is still much work to be done for Council to meet its 2020 GHG reduction target of 20% of 2000 levels. Council's water consumption has decreased by 7% between 2010 and 2015.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.4.2.1	<p>Implement Council's sustainability data management and reporting system and monitor and report on organisational performance.</p> <p>Responsible Officer: Manager Environment & Sustainability</p>	 <p>50%</p>	<p>Council's 12 month energy and water snapshots for the 2014/15 financial year have been completed and presented to all internal stakeholders. In all cases actions were raised where anomalies or unusual trends were identified. Data on Council's energy and water management performance was also provided for Council's 2014/15 Annual Report.</p>

Term Achievement: Council services and programs are provided on the basis of equity, community priorities, and best value for money within available resources.



Critical Action

Code	Description	Progress	Comments
L3.1.5.1	<p>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.</p> <p>Responsible Officer: Director Corporate</p>	 <p>50%</p>	<p>The Records team continue to ensure optimal performance of Council's records management services and electronic document management system. Six TRIM training sessions were held during the reporting period for new and existing staff. The TRIM helpdesk provided further advice and guidance to users throughout the reporting period.</p> <p>Council Records Preservation and Disposal program is regularly monitored to ensure high performance standards and continued value for money.</p>


Key Achievements

Transfer of all 2006 and 2007 Development Application (DA) files to a secure offsite storage facility and authorised disposal of 820 box of time-expired subject files held in offsite storage.




Operational Plan Tasks



Code	Description	Progress	Comments
L3.1.5.1.1	<p>Maintain Council's record management system and provide records management services including training and advice.</p> <p>Responsible Officer: <i>Manager Records & Governance</i></p>	 50%	<p>The Records Team continue to ensure optimal performance of Council's records management services and electronic document management system. Six TRIM training sessions were held during the reporting period for new and existing staff with twelve staff members attending these sessions. The TRIM helpdesk provided further advice and guidance to users throughout the reporting period.</p>
L3.1.5.1.2	<p>Audit and report on compliance with use of Council's record management system.</p> <p>Responsible Officer: <i>Manager Records & Governance</i></p>	 50%	<p>Records Statistics July –December 2015</p> <p>Mail Outgoing: Small letters – 149,085 Large letters – 4,446 others (parcels and International mail) – 1259</p> <p>Registered Correspondence: Documents registered into TRIM (by Records team - excluding administration and scanner logins) – 31,128 Documents registered into TRIM (by Council officers) – 182,079 File containers created in TRIM - 3681 TRIM help desk completed requests - 695</p> <p>Archiving: Number of day boxes created - 31 Number of archived boxes created – 466 Number of new/additions boxes & files sent to off site storage – 3 x Type 1 Boxes 16 x Type 4 Boxes 428 x Type 3 Boxes = 447 Boxes in Total Number of requests for boxes from off-site – 394 Boxes Number of requests for files from off-site – 294 files</p>

Critical Action


Code	Description	Progress	Comments
L3.1.5.2	<p>Council's workforce and workplace match contemporary organisation requirements.</p> <p>Responsible Officer: Director Corporate</p>	 53%	<p>The Climate survey and workforce action plans are being implemented in accordance with identified timeframes.</p> <p>An Equal Employment Opportunity (EEO) Working Committee has been formed to review and develop a set of EEO proposed initiatives and strategies for the next 4-5 years. A first draft has been finalised in consultation with the Working Group, and the next step is to present the proposals to our key stakeholders including Manager, People & Culture, the General Manager and Directors group and leadership team, and the Union for their feedback and further development, before finalising and publishing the plan.</p> <p>Work is continuing with Information Management on the implementation of Human Resource related TechnologyOne modules.</p>

Operational Plan Tasks


Code	Description	Progress	Comments
L3.1.5.2.1	<p>Implement Climate Survey action plans in accordance with plan timeframes.</p> <p>Responsible Officer: Director Corporate</p>	 70%	<p>Action plans are being implemented in accordance with identified timeframes.</p>
L3.1.5.2.2	<p>Continue implementation of Workforce Action Plan in accordance with plan timeframes.</p> <p>Responsible Officer: Director Corporate</p>	 50%	<p>Action items are being action in accordance with plan timeframes.</p>
L3.1.5.2.3	<p>Revise Council's Equity and Diversity Strategy and implement actions in accordance with set timeframes.</p> <p>Responsible Officer: Manager People & Culture</p>	 55%	<p>An Equal Employment Opportunity (EEO) Working Committee has been formed to review and develop a set of EEO proposed initiatives and strategies for the next 4-5 years. A first draft has been finalised in consultation with the Working Group, and the next step is to present the proposals to our key stakeholders including Manager, People & Culture, the General Manager and Directors group and leadership team, and the Union for their feedback and further development, before finalising and publishing the plan.</p>





L3.1.5.2.4	<p>Develop and implement electronic payroll processes to replace manual/paper based processes and forms.</p> <p>Responsible Officer: <i>Manager People & Culture</i></p>	 40%	<p>Packages for Employee Self Service were successfully tested and upgraded during the reporting period. Due to competing deadlines and technical issues the implementation of the Employee Self Service module will commence from February 2016.</p> <p>Reason</p> <p>Competing deadlines has delayed the progression of this Task.</p> <p>Remedial Action</p> <p>The implementation is scheduled for February 2016 and will be reported on during the March reporting period.</p>
L3.1.5.2.5	<p>Continue to facilitate the implementation of TechnologyOne modules including Human Resources, Safety and Learning and Development.</p> <p>Responsible Officer: <i>Director Corporate</i></p>	 50%	<p>Work is continuing with Information Management staff on the implementation of Human Resource related TechnologyOne modules.</p>

Critical Action


Code	Description	Progress	Comments
L3.1.5.3	<p>Provide a safe and healthy workplace for staff, contractors and the community.</p> <p>Responsible Officer: <i>Director Corporate</i></p>	 68%	<p>The metrics associated with Work Health and Safety (WHS) are reviewed and reported to Management and WHS Strategic and Operational Committees.</p> <p>WHS Consultation and Communication between workers and various WHS Committees continues.</p> <p>Safestart program delivered to new Operations staff in October 2015. Extension modules planned for delivery to target audience in February/March 2016.</p> <p>A program of audits will be developed and implemented from February 2016.</p> <p>A structural review of the management system has been undertaken, with a business case currently under review.</p>

Operational Plan Tasks



Code	Description	Progress	Comments
L3.1.5.3.1	<p>Review Work Health and Safety (WH&S) Strategy and implement actions in accordance with set timeframes.</p> <p>Responsible Officer: <i>Manager People & Culture</i></p>	 100%	<p>Metrics associated with Work Health and Safety (WHS) are reviewed and reported to Management and WHS Strategic and Operational Committees.</p>


L3.1.5.3.2	Deliver the Work Health and Safety (WH&S) Management system across Council. Responsible Officer: Manager People & Culture	 80%	WHS Consultation and Communication between workers and various WHS Committees continues. Safe Start program rolled out in October 2015.
L3.1.5.3.3	Deliver the SafeStart Safety Program. Responsible Officer: Manager People & Culture	 50%	Council's Safestart program delivered to new Operations staff in October 2015. Extension modules planned for delivery to target audience in February/ March 2016.
L3.1.5.3.4	Develop and implement a program of independent Work Health and Safety (WH&S) management system audits which are performed by an external auditor on an annual basis. Responsible Officer: Manager People & Culture	 50%	Audits will be performed by Council's Team Leader Corporate Risk & Assurance and Council's WHS Officer. A program will be developed and implemented from February 2016.
L3.1.5.3.5	Implement a fully integrated and electronic Work Health and Safety (WH&S) management system. Responsible Officer: Manager People & Culture	 60%	A structural review of the management system has been undertaken. A business case is currently under review.

Critical Action


Code	Description	Progress	Comments
L3.1.5.4	Create a culture that builds skills and supports staff in professional development opportunities. Responsible Officer: Director Corporate	 50%	Council's annual Learning and Development training needs analysis has been conducted and the 2016 training program is scheduled to commence in February 2016. Planning for the roll-out of the Colloquium to next level staff is under way. Internal and external stakeholder engagement obtained for implementation of new learning management system.

Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.5.4.1	Deliver Training Plans and programs. Responsible Officer: Manager People & Culture	 50%	The annual Learning and Development training needs analysis has been conducted and the 2016 training program is scheduled to commence in February 2016.
L3.1.5.4.2	Develop, implement and monitor learning and development activities across Council, including Council's Leadership Development Strategy. Responsible Officer: Manager People & Culture	 50%	All training activities have been recorded and maintained this reporting period. Planning for the roll-out of the Colloquium to next level staff is currently underway.

L3.1.5.4.3	Procure and implement a fully integrated Learning Management System to facilitate Councils approach to e-learning. Responsible Officer: <i>Manager People & Culture</i>	 50%	Internal and external stakeholder engagement obtained for implementation of new learning management system.
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Critical Action


Code	Description	Progress	Comments
L3.1.5.5	Information management systems, technologies and procedures are in place to support the organisation's strategic objectives. Responsible Officer: <i>Director Corporate</i>	 50%	<p>The PABX and Telecommunication Services replacement project was completed in September resulting in all Council sites now being connected via high speed optical fibre links and running on a single Unified Communication System.</p> <p>Information Management systems were actively monitored and maintained resulting in availability targets being met throughout this period. Support requests remained steady and service levels were met. All planned network infrastructure maintenance and hardware replacements were completed on schedule and on budget.</p> <p>The use of Council's online services continues to grow with approximately 70% of all Section 149 and 603 certificates now being ordered online and delivered electronically. The online service offering has been further expanded to include additional certificates and notices previously only available over the counter.</p> <p>The Geographical Information System (GIS) and Property & Rating databases were updated with all relevant changes throughout this period. A replacement for the discontinued Dekho GIS viewer has been selected and implementation began late December.</p> <p>All scheduled Information Management Strategic Plan projects have commenced and are progressing well. Issues identified with some project schedules and/or budget have been addressed and adjustments were made where required.</p>

Key Achievements


Council's online service usage continues to grow, around 70% of certificate requests are now lodged online and delivered electronically.
 Council's new PABX and Telecommunication links went live in September improving service and performance for all Council sites.
 The Enterprise Asset Management Roads asset class went live in August for Operations.

Operational Plan Tasks


Code	Description	Progress	Comments
L3.1.5.5.1	<p>Review and Implement Information Management Strategic plan projects and ensure appropriate funding is identified.</p> <p>Responsible Officer: <i>Manager Information Technology & Communications</i></p>	 50%	<p>Council's Business Systems section continued to implement and improve Council systems, within the budget provided. To date all projects for the 2015/16 year are progressing well and are within budget. Council entered the plan for budget requirements for the 2016/17 financial year. Updates on projects are presented quarterly to the Information Management Business Group (IMBG).</p>
L3.1.5.5.2	<p>Continue to expand relevant integrated E-Business and online service delivery.</p> <p>Responsible Officer: <i>Manager Information Technology & Communications</i></p>	 50%	<p>During this period Council's online business continued to increase this period. Most certificate requests are now above 70% online for those available online. Council has the ability to order Swimming Pool Barrier inspections online as well as Out of Hours Work permits (for DA's). Council is continuing with the planned implementation to have all certificates available online by June 2016. Council's Online Requests will be available in the first quarter of 2016.</p>
L3.1.5.5.3	<p>Council's Geographic Information System (GIS) is maintained and updated.</p> <p>Responsible Officer: <i>Manager Information Technology & Communications</i></p>	 50%	<p>All Geographical Information System (GIS) and TechOne Property & Rating (PnR) databases were updated as a result of 32 new registered plans at NSW Land and Property Information which resulted in the creation of 40 new properties and 175 new residential units.</p> <p>Council's new Public Web Map was launched in July 2015 and Geocortex has been selected as the replacement software for our internal Dekho GIS. Implementation of Geocortex will commence in January 2016.</p> <p>A total of 2,556 Planning Certificates were issued during this period resulting in an income of \$207,154.00. 72.5% of certificate requests were lodged and issued online through Council's eServices portal.</p>
L3.1.5.5.4	<p>Council's Information Systems and Technology Infrastructure is maintained, updated and supported.</p> <p>Responsible Officer: <i>Manager Information Technology & Communications</i></p>	 50%	<p>Daily, weekly and monthly checks performed during the reporting period. Other actions include:</p> <ul style="list-style-type: none"> * Regular monthly Physical inspections of all remote Sites have been performed; * All Servers have had Windows updates installed with Microsoft Security Updates; * No Server replacement tasks were scheduled for this reporting period; * Disaster Recovery exercise performed successfully; * Operating System upgrade process commenced; and * New Phone PABX implemented and rolled out; providing a stable & feature rich communications infrastructure.

L3.1.5.5.5	<p>Maintain Councils website and monitor and report on usage.</p> <p>Responsible Officer: <i>Manager Corporate Communications</i></p>	 50%	<p>Council's website remained well maintained this reporting period with a number of improvements being introduced in the last six months including:</p> <ul style="list-style-type: none"> * Introduction of St Ives Precinct microsite; * Hero background images; * Waste recycling quiz; and * Clickable web images for sustainable homes module <p>In the six month ending 31 December 2015: Pageviews: 1,161,730 Unique pageviews: 903,650 Sessions: 385,961 Users: 212,130</p>
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Critical Action

Code	Description	Progress	Comments
L3.1.5.6	<p>Council's services have been reviewed against community needs, objectives and strategic directions.</p> <p>Responsible Officer: <i>Director Strategy & Environment</i></p>	 30%	<p>Work continued on scoping requirements and developing a service specification structure and program, including requirements for additional resources. This followed completion of preliminary service mapping in the previous year.</p> <p>Reason</p> <p>Progress has been delayed due to resources being diverted to other Council priorities including assessing the NSW Government's merger proposal for Kuring-gai Council.</p> <p>Remedial Action</p> <p>It is proposed to progress the development of the program in the third quarter.</p>


Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.5.6.1	<p>Continue a program of specification of Council's services, including defined service levels against community expectations.</p> <p>Responsible Officer: <i>Manager Integrated Planning Property & Assets</i></p>	 30%	<p>Work continued on scoping requirements and developing a service specification structure and program, including requirements for additional resources. This followed completion of preliminary service mapping in the previous year. Further progress has been delayed due to resources being diverted to other Council priorities including assessing the NSW Government's merger proposal for Ku-ring-gai Council.</p> <p>Reason</p> <p>Phase Two of the review program has been delayed due to resources being diverted to assessing the NSW Government's merger proposal for Ku-ring-gai Council.</p> <p>Remedial Action</p> <p>It is proposed to progress the scoping and development of a program in the third quarter.</p>

Critical Action

Code	Description	Progress	Comments
L3.1.5.7	<p>Council provides quality customer service.</p> <p>Responsible Officer: <i>Director Community</i></p>	 50%	<p>Council provided, maintained and measured quality customer service during the reporting period. A rigorous benchmarking program has been undertaken with other councils from July to December 2015. The results have been reported in the General Manager's 6 monthly performance review</p>

Operational Plan Tasks


Code	Description	Progress	Comments
L3.1.5.7.1	<p>Report bi-annually to Council on achievement of adopted Customer Service Standards.</p> <p>Responsible Officer: <i>Manager Corporate Communications</i></p>	 50%	<p>The Customer Service team received their results for the latest benchmarking program. Council participated in a benchmarking program during the third quarter of 2014/15 and the first quarter of 2015/16. Council improved in the two 'focus areas' which are measured each program. Council's overall ranking increased from 40th to 27th across three states in Australia.</p> <p>Council's Customer Service Coordinator is currently reviewing the Customer Service Standards adopted by Council in 2008 with the intention to revitalise the existing document and ensure it's relevance moving forward.</p> <p>Customer Service Standards are also reported to Council through the General Manager's performance review every six months.</p>

Issue: Community Engagement.




Long Term Objective: The community is informed and engaged in decision-making processes for community outcomes.

Term Achievement: Community engagement utilises effective and varied communication channels to reach all sections of the community.

Critical Action


Code	Description	Progress	Comments
L4.1.1.1	<p>Implement a program of innovative and effective engagement to provide a better understanding of Council services, programs and facilities to the community.</p> <p>Responsible Officer: Director Community</p>	 50%	<p>Council ensured that it remained informed and promoted its upcoming services and events on Council's website, e-newsletter and social media. Examples of innovative and effective campaigns that Council implemented included the Capture Ku-ring-gai photo competition which achieved a very high level community engagement on facebook and instagram. Council also used introduced using hashtags to promote Council's Twilight concert.</p>

Operational Plan Tasks


Code	Description	Progress	Comments
L4.1.1.1.1	<p>Revise Engagement Policy and ensure promotion and education throughout the organisation.</p> <p>Responsible Officer: Manager Corporate Communications</p>	 50%	<p>The existing community consultation policy was redrafted in this reporting period. The draft engagement policy will be presented to Council for adoption in the third quarter and promoted across the organisation (post adoption) during the third and fourth quarters.</p>
L4.1.1.1.2	<p>Proactively publicise Council's services, programs, policies and achievements via the website, social media and newsletters.</p> <p>Responsible Officer: Manager Corporate Communications</p>	 50%	<p>Council ensured that it remained informed and promoted it's upcoming services and events on Council's website, e-newsletter and social media. Examples of innovative and effective campaigns that Council implemented included Capture Ku-ring-gai's photo competition which achieved a very high level community engagement on facebook and instagram. Council also used introduced using hashtags to promote Council's Twilight concert.</p>
L4.1.1.1.3	<p>Monitor and apply corporate communications and visual design standards to Council's communication materials, products and website.</p> <p>Responsible Officer: Manager Corporate Communications</p>	 50%	<p>Innovative and effective solutions were successfully created during the December period to engage with the community and provide a better understanding of Council services, programs and facilities. Creative material included; Summer school holiday programs for the Art Centre, Youth Services, Library, Vacation care and Active Kids; Council 2014/15 Annual Report; Australia Day event; Library events; various sustainability events.</p>

Term Achievement: Contribute to enhancing and protecting Council's reputation and public image.

Critical Action

Code	Description	Progress	Comments
L4.1.2.1	Proactively monitor media and public comment and develop and coordinate the Council's actions in response. <i>Responsible Officer: Director Community</i>	 50%	Councillors and senior staff continue to be provided with daily media monitoring services, including proactive real-time monitoring of social media pages owned by local newspapers and other relevant social media sites. Appropriate responses were prepared via social media, the letters page of local media, mayoral columns and media releases as required. This is an ongoing task, with this period focussing on the issue of council mergers.

Operational Plan Tasks

Code	Description	Progress	Comments
L4.1.2.1.1	Monitor media and public comment and coordinate Council's response. <i>Responsible Officer: Manager Corporate Communications</i>	 50%	Councillors and senior staff continue to be provided with daily media monitoring services, including proactive real-time monitoring of social media pages owned by local newspapers and other relevant social media sites. Appropriate responses were prepared via social media, the letters page of local media, mayoral columns and media releases as required. This is an ongoing task, with this period focussing on the issue of council mergers.



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