



Revised
DELIVERY PROGRAM 2013-2017
& OPERATIONAL PLAN 2017-2018
JUNE 2018



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The financial information presented in this report is subject to completion of Council's end of financial year review and external audit review and will be reported to Council as part of the draft Financial Statements for 2017/18. Final Audited Financial Statements for 2017/18 will be included in Council's 2017/18 Annual Report and published in November 2018.

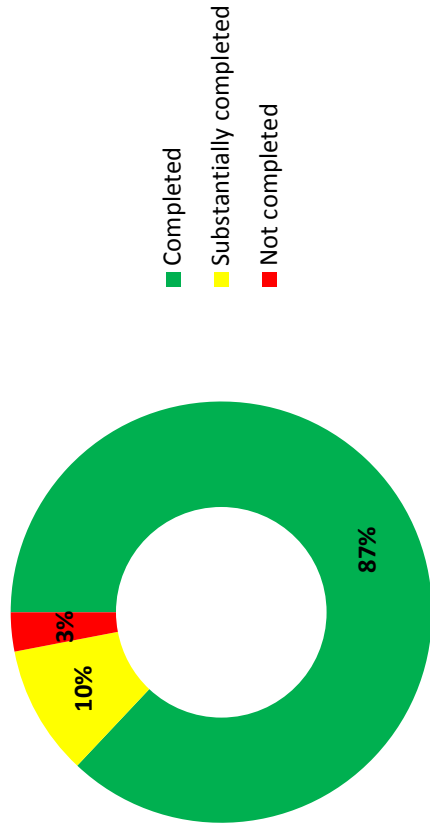




Summary of performance statistics

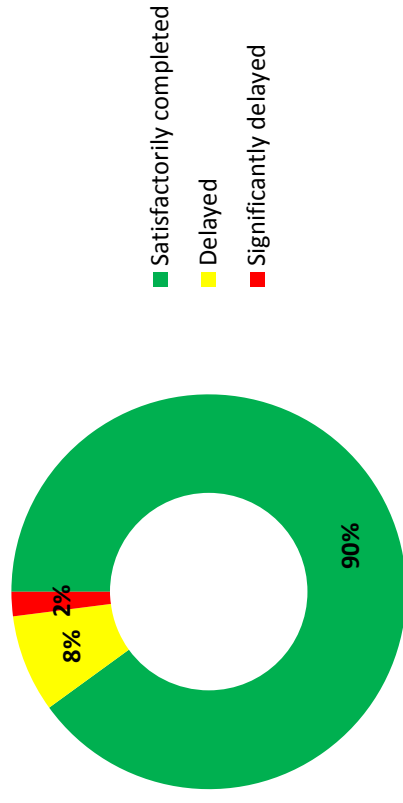
The pie charts below provide a summary of performance at the end of the reporting period.

Term achievement performance



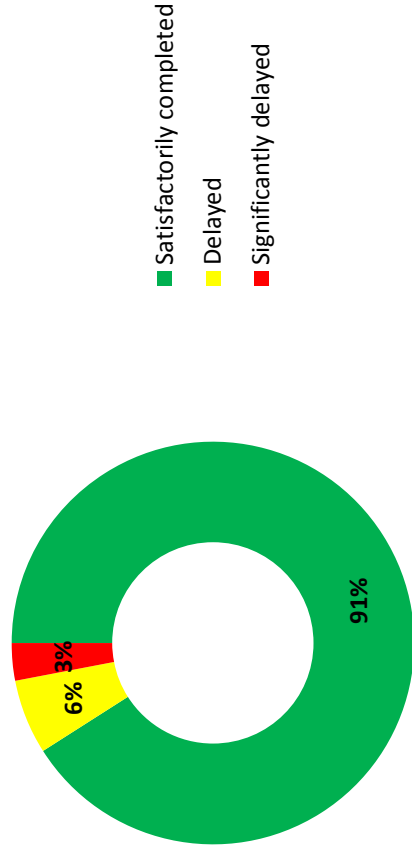
- Completed
- Substantially completed
- Not completed

Critical action performance



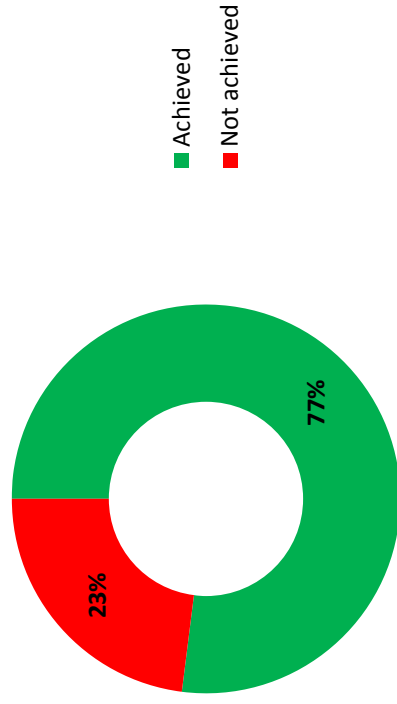
- Satisfactorily completed
- Delayed
- Significantly delayed

Operational plan task performance



- Satisfactorily completed
- Delayed
- Significantly delayed

Performance indicator summary



- Achieved
- Not achieved





Reporting by Themes





Theme: Community, People and Culture





Performance Indicators

Code	Description	Baseline	Yearly Target	Units	Achieved Amount	Yearly Rating Image
C1.1.1.A	Utilisation levels for children's services.	Annual target of 90% utilisation of children's services. (Data source: Council)	90	%	90	
C1.1.1.B	Participation in youth service programs.	Annual target of 5,000 participants in youth programs. (Data source: Council)	5,000	Participants	5,416	
C1.1.1.C	Participation in aged and disability service programs.	Annual target of 2,100 participants in aged and disability programs. (Data source: Council)	2,100	Participants	2,595	
C1.1.1.D	Support for community organisations.	In 2011/12 there were 90 community organisations supported. (Data source: Council)	90	Organisations	115	
C1.1.3.A	Utilisation of art-centred courses.	Annual target of 90% take-up of courses. (Data source: Council)	90	%	90	
C1.1.3.B	Visits to libraries.	Annual target of 600,000 visits or more per year to libraries. (Data source: Council)	600,000	Visits	521,650	
<p>Comment: While the total number of visits to libraries is diminishing, due in part to increasing online usage of library resources, the refurbished Gordon Library continues to exceed visit expectations due to the availability of space and a fitout that can accommodate the variety of uses that the community now seeks in a library. Council's other three branch libraries at Lindfield, Turramurra and St Ives currently have limited opportunities to provide these expanding uses. Accordingly numbers of visits to these libraries have reduced.</p>						
C1.1.3.C	Visits to library website.	Annual target of 50,000 visits or more per year to the library website. (Data source: Council)	50,000	Visits	91,433	
C1.1.2.A	Level of user satisfaction with community services and programs. These programs are inclusive of families, people with disabilities, older people, children, young people, people with culturally and linguistically diverse backgrounds.	In 2011/12 there was an average 85% user satisfaction with all programs. (Data source: Council user satisfaction surveys)	85	%	97	
C2.1.1.A	Community participation at major supported community events.	Annual target of 30,000 participants at major local events supported by Council. (Data source: Council)	30,000	Participants	35,904	
C2.1.1.B	Loans per resident per year.	Annual target of 7.8 loans per resident per year. (Data source: Council)	7.8	Loans	7.03	
<p>Comment: The Library has adjusted its e-resource and other collections due to changes in suppliers. As it takes time for borrowers to adjust to the collection changes, usage has been reduced during the transition period.</p>						



C2.1.1.C	Library loans per year.	Annual target of more than 900,000 library loans per year. (Data source: Council)	900,000	Loans	908,294	
Comment: This figure includes e-loans or online resources such as e Audio, eBooks, comics, films, magazines and music.						
C4.1.1.A	Participation in leisure and cultural activities supported by Council.	During 2012/2013 over 100,000 people participated in selected leisure and cultural activities supported by Council. (Data source: Council's program of leisure and cultural activities)	100,000	Participants	105,000	
C4.1.1.B	Participation in active recreation programs supported by Council.	In 2012/2013 there were 800 registrations for active recreation programs. (Data source: Council)	800	Registrations	912	
C4.1.2.A	Land acquired through S94 Contributions for new recreational open space.	Annual target of land acquisition for new recreational open space. (Data source: Council)	2,000	m ²	0	
Comment: The annual target of 2,000m ² of land to be acquired for recreational open space purposes was not achieved during 2017/18 due to Council having now acquired the majority of land reserved under the Ku-ring-gai Local Environmental Plan (Local Centres) 2012 for this purpose, with only two remaining parcels to be acquired. These properties total in area 1,973m ² . At present the owners have advised they are not seeking to sell.						
C5.1.1.A	Swimming pool safety inspection program.	Completion of swimming pool barrier inspection program within set timeframes and budget. (Data source: Council)	100	%	100	
C5.1.1.B	Companion animal management compliance.	Annual target of 90% registration of companion animals within Ku-ring-gai. (Data source: Council)	90	%	94	
C7.1.1.A	Fire trails improvements and hazard reduction.	Annual target of 80% completion for both fire trail improvement program and hazard reduction program. (Data source: Council)	80	%	80	



Term Achievements, Critical Actions and Tasks

Issue: Community Wellbeing

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
C1.1.1	Council's policies, programs and advocacy address the social and health needs of all age groups, reduce disadvantage and address gaps in service provision. <i>Responsible Officer: Director Community</i>	<input checked="" type="checkbox"/>	NSW Ageing Disability & Homecare, Northern Sydney Region of Councils, NSW Department of Community Services, Department of Family and Community Services, Department of Health, NSW Department of Education and Communities, NSW Office of Communities - Youth, NSW Police, Local Community Groups	Deliver, Advocate, Lead

Comments

Council continued to deliver successful programs and services during the reporting period resulting in an increase in participation and utilisation rates. Council is diversifying its programs and providing a variety of activities to reflect the increased demand. These included programs targeting children and families, women young people, older people, people with disabilities, and people from culturally and linguistically diverse backgrounds

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>	<input checked="" type="checkbox"/> 100%	Analysis of demographic information for Ku-ring-gai including population projections, assisted the preparation of new strategic plans for Ku-ring-gai during 2017-2018 and informed policy decisions across the organisation.

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>	<input checked="" type="checkbox"/> 100%	The Ku-ring-gai Council Demographic Profile and Community Atlas contains demographic information based on results from the 2016 Census of Population and Housing. The profile and atlas, available on Council's website, has been continuously updated with population estimates as the Australian Bureau of Statistics (ABS) releases new data. The Demographic Profile and Communities of Interest Report was also



	<p>prepared to assist in strategic planning and taking into consideration household forecasting and future population growth. The report contains expert analysis, charts, tables, benchmark comparisons and maps that identify the unique characteristics of the local area.</p>
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Critical Action

Code	Description	Progress	Comments
C1.1.1.2	<p>Review, evaluate and implement strategies, plans, policies, programs and services.</p> <p>Responsible Officer: <i>Director Community</i></p>	<input checked="" type="checkbox"/> 100%	<p>Council continued to deliver its successful programs and services during the reporting period which has seen an increase in participation and utilisation rates. Council is diversifying its programs and providing a variety of activities to reflect the increased demand. These included programs targeting children and families, young people, older people, people with disabilities, people from culturally and linguistically diverse backgrounds, women etc.</p> <p>Throughout the reporting period the library conducted approximately 700 events targeting different communities averaging about 58 events in a month. The range of library services and arts cultural programs continue to expand incorporating a combination of author talks, local history initiatives, art exhibitions and classes and community events.</p>
Key achievements:			
Successful completion of the library system upgrade delivering new features and an improved experience for both staff and library patrons.			

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>	<input checked="" type="checkbox"/> 100%	<p>More than 1000 local seniors participated in Seniors in Action seminars, excursions and workshops throughout 2107-2018. The Seniors in Action activities included seminars on cyber safety, the NBN, dementia risk reduction and accessing home support through My Aged Care, as well as visits to the Titanic exhibition, Vacluse House, the Blue Mountains, 'Seniors Moments' Revue and free movies. Exercise classes including Falls Prevention, Back Recovery and Qi Gong helped a further 2,660 participants to maintain their fitness, balance and general well-being. These activities are very much appreciated by the seniors in our local community, with average satisfaction ratings of 97% recorded across all activities. Feedback from participants highlights the role of this diverse program in keeping local seniors socially connected, engaged and informed, as well as healthy, happy and active. Comments from the Well Being Survey of Seniors in Ku-ring-gai included the following:</p> <p>"I am eternally grateful to Ku-ring-gai Council for providing transport and kindness, patience and care, protection. I love this community!!! Thank you so much."</p> <p>"Your seniors program is a standout. Well done Ku-ring-gai Council for offering</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>	<p><input checked="" type="checkbox"/> 100%</p>	<p>this to us seniors. The ladies are lovely and cannot do enough. Kind and caring. Thank you."</p> <p>"I am very impressed with the activities and outings available to seniors in Ku-ring-gai. [Aged Services staff] are wonderful organisers and I would like to thank Ku-ring-gai Council for the initiative."</p> <p>Council contributes to the sustainability of local community-based providers of home support services for older people, thus assisting seniors to remain living independently in their own homes. Information about aged services, events and programs is provided by Council through printed and electronic media.</p> <p>During this period Youth Services has delivered a range of recreational, vocational and support based programs to young people. These include:</p> <ul style="list-style-type: none"> *School holiday activities in the January school holidays and the April school holidays including community BBQ's, music events, movie nights and sport days. * Skill development workshops including Sound and Production Workshops and Photography Workshops. The Photography Workshop and Exhibition was delivered in partnership with Ku-ring-gai Aged Services and photos displayed at St Ives Shopping Village. * Conducted monthly youth sector inter-agency networks. * Facilitated the planning and delivery of Council's International Women's Day Celebrations with a focus on celebrating young women and providing them an opportunity to engage in dialogue about matters related to leadership, innovation and entrepreneurship. There were representations from staff and students from six schools including: Pymble Ladies College, Ravenswood School for Girls, Abbotsleigh, Roseville College, Ku-ring-gai High School and Hornsby Girls. The event had over 115 people in attendance. *Facilitated the planning and delivery of Council's Refugee Week celebrations in partnership with local Rotary Clubs, House of Welcome, Northern Sydney Chinese Workers Network and local high schools (Pymble Ladies College and Knox Grammar School). This included a youth committee who assisted in planning, delivering and volunteering at the event. *Planning for the Northern Sydney Apprenticeship & Traineeship Expo in partnership with Mission Australia, Hornsby Shire Council, Lane Cove Council, North Sydney Council, NSW Department of Industry, NSW Police Force, Phoenix House, TAFE NSW and Willoughby City Council is under way. The expo will be held in August 2018.
C1.1.1.2.3	<p>Implement priority recommendations from Children's Services Needs Plan.</p> <p>Responsible Officer: <i>Manager Community Development</i></p>	<p><input checked="" type="checkbox"/> 100%</p>	<p>All Council Children's services have been experiencing high levels of demand and utilisation including Family Day Care, Vacation Care and Long Day Care. Policies and procedures for all Children's Services have been reviewed, amended and implemented progressively in line with changes to national law and regulations. All Council's children's services have been progressively updating their Quality Improvement Plans into a new format to note the changes in the National Quality Standards.</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>	<p><input checked="" type="checkbox"/> 100%</p>	<p>Council's Children's Services continue to experience high utilisation rates and levels of satisfaction with the majority of services assessed as exceeding the National Quality Standards. This is a vital leadership role that Council plays in promoting best practice in early childhood education and providing the highest quality care to local families. Some of the highlights included:</p> <ul style="list-style-type: none"> * Thomas Carlyle Children's Centre completed an Assessment and Rating Visit with NSW Department of Education and was assessed as exceeding the National Quality Standards. The children's bathroom upgrade was completed. * The St Ives Kids Club was assessed as meeting the National Quality Standards. * All children's services have had these visits completed within the last two years and the last four service assessments delivered ratings that exceeded standards. Family Day Care continues to increase the number of educators and has been approved for a scheme capacity of up to 50, Thomas Carlyle Children's Centre remains at over 95% occupancy and vacation care is building to increase usage now over four centres.
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>	<p><input checked="" type="checkbox"/> 100%</p>	<p>The Library upgraded the Library Management System (LMS - Splydus) in the period which will greatly improve access to the library collection and resources. The LMS will enable information about the library collection to be recorded from circulation and borrower information. An increase in the use of e-resources in the next year is also expected as a result of extended accessibility. There is a trend to higher usage of e-content (audio, books and magazines) with an increase of 26% on e-books and increase of 44.5% on e-audio books circulation. With more visibility of library e-resources, this statistic is expected to improve and shows the changing trends in library collection usage. Demand for printed materials continues.</p> <p>In the past year, the Library successfully conducted approximately 700 events targeting different communities and averaging about 58 events in a month. Of these, 50% of the events were targeted towards children (both pre-school and school-aged) to promote learning and literacy in our community. 40% of the events were targeted towards adults and several activities targeted CALD communities (culturally and linguistically diverse communities).</p>
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>	<p><input checked="" type="checkbox"/> 100%</p>	<p>All strategies that could be achieved within Council priorities and budgets have been achieved. These strategies focused on staff skills and recruitment, and a review of the library collection. Council has initiated another review of Library services in early 2018/19.</p>



C1.1.1.2.7	<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><input checked="" type="checkbox"/> 100%</p>	<p>Library branches hosted a range of popular events during the period including:</p> <ul style="list-style-type: none"> * Participation in the Sydney Writers' Festival in May with a booked out session by Australian author Melanie Cheng discussing her best-seller 'Australia Day', a collection of short stories on multicultural Australians. * Popular talks by Jamelle Wells, senior court reporter for the Australian Broadcasting Corporation; Tony Park and Sandy Docker held at St Ives branch and author Kate Forsyth helped raise funds for the Cancel Council's Australia's Biggest Morning Tea. * The second year of the 'Tell your Story' Program celebrating our senior residents' lives with recorded interviews depicting life in Ku-ring-gai. * Exhibition at Gordon Library until July entitled 'Dear Old Inglewood, Ethel Turner's Ku-ring-gai' covering her famous story of Seven Little Australians which was written during her life in the family home - Inglewood in Lindfield (now Killara). * Regular book, knitting, Mah-jong and Cryptic Crossword clubs and new Flavours Recipe club. * Council's sustainability team joined with library staff to offer workshops on 'Upcycling clothes' and 'How to reduce your home's energy and water bills'.
C1.1.1.2.8	<p>Develop and deliver arts and cultural programs including classes, workshops and exhibitions, and specialist programs at the Art Centre.</p> <p>Responsible Officer: <i>Manager Library & Cultural Services</i></p>	<p><input checked="" type="checkbox"/> 100%</p>	<p>Solid class numbers were achieved with nearly 1000 students in Term 1 and Term 2. School holiday program numbers were also up in this period, and the April program had an excellent first week attendance, with 180 students. January and April programs were both well attended with close to 280 students over the two week period.</p> <p>Stand-out classes in this period included Brant Lewis' Oil Painting Class and Jac McBeath's Creative Pottery.</p> <p>Students have continued to be involved in the themed exhibitions in this period, 'Garden and our Senses' and 'The Human Form: Figures and Portraits' both having over 50 entries and very successful shows.</p>
C1.1.1.2.9	<p>Implement recommendations of Art Centre review within available resources.</p> <p>Responsible Officer: <i>Manager Library & Cultural Services</i></p>	<p><input checked="" type="checkbox"/> 100%</p>	<p>During the period exhibitions were refreshed with students and tutors producing wonderfully themed, appropriate and professionally executed work. Exhibition opening nights were successfully organised and marketed to attract increased audience numbers.</p>
C1.1.1.2.10	<p>Review and update the 2005 to 2009 Ku-ring-gai Community Plan.</p> <p>Responsible Officer: <i>Director Community</i></p>	<p><input checked="" type="checkbox"/> 100%</p>	<p>The 2018 Community Needs Study was completed covering proposed target areas and demographic analysis based on 2016 Census data. Community of interest groups include children and families, young people, older people, people with disability and culturally and linguistically diverse people.</p>



Critical Action

Code	Description	Progress	Comments
C1.1.1.3	Develop partnerships with the community and key stakeholders to deliver community programs.	<input checked="" type="checkbox"/> 100%	A range of well attended events were successfully planned and delivered to youth and seniors groups during the reporting period.
Responsible Officer: Director Community			
Key achievements:			
Highly successful well attended programs for youth and senior sectors of the community.			

Operational Plan Tasks

Code	Description	Progress	Comments
C1.1.1.3.1	Implement Youth Week program in cooperation with local community groups. Responsible Officer: Manager Community Development	<input checked="" type="checkbox"/> 100%	During this period, Youth Services planned and delivered a range of events for the Youth Week 2018 program held in April 2018. These included: *A regional live music festival in partnership with local Councils including: Mosman, North Sydney, Lane Cove, Hornsby, Ryde, Willoughby, Ku-ring-gai and Northern Beaches Council. The event had a line-up of nationally touring artists as well as local bands and attracted thousands of local youth. *An accessible dance party for young people of all abilities with carers, family and friends. Young people, parents and carers have the opportunity to socialise and network and the event provides a fun, safe experience for participants to make friends and develop social skills. *An annual Mental Health Youth Forum was delivered in April in partnership with Macquarie University, Hornsby, Ryde and Lane Cove Councils. 182 students were involved in the event from 19 schools in the Hornsby, Ku-ring-gai, Ryde, Hunters Hill and Northern Beaches areas.\
C1.1.1.3.2	Implement Seniors Festival of events in cooperation with local community groups. Responsible Officer: Manager Community Development	<input checked="" type="checkbox"/> 100%	The Seniors Festival included 35 individual activities with a satisfaction rating of over 97% for Council run events. Almost 500 seniors participated in events offered by Council during the 4 weeks of the festival including the concert and Mayoral Awards, excursion to Woodlawn Eco-Precinct, Decluttering and Restyling your Home, Simplifying the Aged Care System, free movie event, Rookwood Cemetery Tour and Falls Prevention Forum. Ku-ring-gai Council took a lead role in the development of a survey to measure the effectiveness of the Seniors Festival programs in addressing social isolation, based on a framework agreed by all Northern Sydney councils. The survey designed by Ku-ring-gai Council was used by these Councils to evaluate the 'social inclusion' value of their Seniors Festival events. Responses to the survey showed the immensely important role of planned activities for



		<p>seniors in reducing social isolation and increasing social inclusion. Over 85% of respondents agreed that the festival activities were beneficial on a number of indicators including increase in confidence, increased knowledge in topics of interest, greater awareness of services and activities for seniors, and enhanced sense of well-being.</p>
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Critical Action

Code	Description	Progress	Comments
C1.1.1.4	Identify funding gaps for program delivery and resource requirements.	<input checked="" type="checkbox"/> 100%	The 2017 Ku-ring-gai Community Grants Program has been completed with Council distributing \$93,667 to 45 community organisations. Preparation for the 2018 Ku-ring-gai Community Grants Program has commenced including holding a community funding information workshop attended by approximately 52 organisations. Funding will be allocated in September 2018.
Key Achievements			
The 2017 Ku-ring-gai Community Grants Program has been completed with Council distributing \$93,667 to 45 community organisations.			

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.	<input checked="" type="checkbox"/> 100%	The assessment, reporting, distribution and acquittal of the 2017 Ku-ring-gai Community Grants Program has been completed.
Responsible Officer: Director Community			

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
C1.1.2	Access has increased for communities that face barriers to using social services and facilities. Responsible Officer: <i>Director Community</i>	<input checked="" type="checkbox"/>	NSW Ageing Disability & Homecare, Northern Sydney Region of Councils, NSW Department of Community Services, Department of Family and Community Services, Department of Health, NSW Department of Health, NSW Department of Education and Communities, NSW Office of Communities - Youth, NSW Police, Local Community Groups	Facilitate, Deliver, Advocate
Comments				
All Departments across Council have been consulted as part of the review of the Access and Disability Inclusion Plan, with associated training to be delivered over the next few months. Council in partnership with Settlement Services International, NSW Police and New Vision Psychology hosted a mental health event for Mandarin and Cantonese speaking people. The event provided an opportunity for people to informally speak with a psychologist and link them to free counselling.				

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.	<input checked="" type="checkbox"/> 100%	Council continued to proactively address and deliver well received programs that respond to identified needs of the community.
Key Achievements			
Funding has been secured for the implementation of Sensory Tents at major Council events.			

Operational Plan Tasks


Code	Description	Progress	Comments
C1.1.2.1.1	<p>Implement priority recommendations from Access and Disability Inclusion Plan.</p> <p>Responsible Officer: <i>Manager Community Development</i></p>	<p><input checked="" type="checkbox"/> 100%</p>	<p>The Community Development Officer for Disability consulted with departments across Council as part of the review of the Access and Disability Inclusion Plan. Access and Inclusion training for Council staff, senior management and Councillors was postponed to August as the trainer was unable to deliver the training.</p> <p>Funding for Sensory Tents was secured and Ability Links, Ku-ring-gai Neighbourhood Centre and Council are developing the implementation procedures. Sensory Tents reduce sensory input, remove distractions and provide a safe and non-stimulating space for children and young people to calm down and refocus. It is anticipated that the sensory tents will be set-up at major Council events and also available for use by community groups.</p> <p>Planning is currently underway to celebrate Carer's Week in October 2018. Ku-ring-gai Neighbourhood Centre, Ability Links and other community organisations will be organising the day together. The purpose of the event is to acknowledge the contribution carers make to our community, provide information on carer support services currently available in the community and provide a range of well-being services on the day.</p>
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>	<p><input checked="" type="checkbox"/> 100%</p>	<p>In the last quarter 19 institutions and 121 individuals were visited by the Home Library Service staff. Figures for the whole year show 15,573 items were loaned to the Home Library Service members. This is a 5% increase compared to the last financial year. It is noted that one of the institutions in the area serviced by our Home Library Service is on the top 10 list of borrowers for this year and one of the Library members who uses the Libraribus is also in the top 100 borrower category. This demonstrates how valuable these services are for our community. Both the Home Library Service and the Libraribus serve the special groups in the community who really value this interaction with the Library and can still stay connected to the community in some way. The Libraribus not only helps the elderly in our community but also caters for people with a disability, either permanent or temporary, which inhibits their ability to visit our branches. The Libraribus has a regular user who is totally blind and brings her assistance dog with her on the bus to visit our St Ives branch. Comments received by the Libraribus driver by users during their bus trips include:</p> <p>"...a wonderful service, makes us feel special ...indeed unique provided by Ku-ring-gai Council....."</p> <p>"...I don't know how I would have managed if it weren't for the Libraribus....I am unable to walk up hill from my house to use public transport. The only social interaction I have is with fellow passengers on the bus and I look forward eagerly to visit the Library. I don't feel isolated or cut off from the community...."</p>



Term Achievement


Code	Description	Progress	Stakeholders	Council Role
C1.1.3	Our community facilities are accessible and function as cultural hubs to attract a range of users. Responsible Officer: <i>Director Community</i>	<input checked="" type="checkbox"/>	NSW Ageing Disability & Homecare, Northern Sydney Region of Councils, NSW Department of Community Services, Department of Family and Community Services, Department of Health, NSW Department of Education and Communities, NSW Office of Communities - Youth, NSW Police, Local Community Groups	Facilitate, Deliver, Lead
Comments				
Investigations have been completed for a preferred location within the St Ives Showground for an Environmental Education and Cultural Centre. The results of these investigations were reported to Councillors at a briefing in May 2018. Council's Fitness and Aquatic Centre continues to attract new users with a range of fitness programs and learn to swim activities.				

Critical Action

Code	Description	Progress	Comments
C1.1.3.1	Continue to enhance our community facilities. Responsible Officer: <i>Director Community</i>	 95%	Ku-ring-gai Fitness and Aquatic Centre is continuing to grow as a facility through increase in attendance. During the reporting period services and programs achieved further increases in patronage due to the warmer weather and school carnivals. Swim school, casual swimming and fitness remain popular. Seniors were engaged during Seniors Week with themed fitness and social activities.
Key Achievements			
The Ku-ring-gai Fitness and Aquatic Centre continued to perform above expectations including the Swim School participation record of 2,384 people in April 2017.			



Operational Plan Tasks

Code	Description	Progress	Comments
C1.1.3.1.1	<p>Co-ordinate programming with YMCA to ensure a range of services and programs are provided for identified target groups to meet consumer demands.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	 <p>95%</p>	<p>During the reporting period services and programs achieved further increases in patronage due to the warmer weather and school carnivals with attendances in January (23,875) February (26,484), with solid autumn attendances in March (20,403), April (22,859) and May (17,613). Highlights included the following:</p> <ul style="list-style-type: none"> - Casual swimming made up the most attendances with 53% (13,254) of all visitations for January and 36% (9,476) for February. Learn to swim made up the most visitations 44% (9096) for March, 37% (8520) in April and 49% (8547) in May. - There was a significant increase in all fitness memberships with 134 recorded in January due to the success of the 2018 New Year promotional campaign. - Swim School continues to remain efficient and popular in the community with a 91% occupancy in classes which included a total of 2384 people in April (the highest YMCA has ever recorded) enrolled across a range of program(s) we have which significantly increased over the summer months and continued success in the autumn months - YMCA continued holiday intensive swimming lessons over the summer holiday period with 348 students enrolled and great feedback received. - The 'Commit to be Fit' campaign introduced over this period (February - March) offered members to join a minimum 12 month contract including a gym starter pack - the campaign was a great success selling 68 promotional memberships over 2 months. - Group fitness (dry) numbers continue to increase with an average of 15 participants per class which has increased significantly from last year which saw an average of 9-10 participants per class. In addition to this aqua aerobics continue to remain very popular in the centre with an average of 19 participants per class and an average of approx. 1000 participants per month. - YMCA NSW has registered with the Active Kids Scheme which allows parents to claim up to \$100 per school-aged child per year as a voucher to reduce to cost of sport registration or membership fees for after school and weekend sporting activities. - Personal training sessions continue to be well utilised with approx. 75-80 hours being used by members each month. - YMCA celebrated Seniors Week on April 8-15, 2018 which involved introducing themed fitness classes, competitions, workshops and a poolside picnic. As part of a promotion the centre gave away 7 day free passes to any seniors for the month of April and finished with 44 passes being used. - YMCA were involved in the Festival on the Green with a raffle competition, a strength tester, superhero masks for children to decorate and Philbert the lifeguard frog. Seventy people entered their competition to win a 3 month membership.



Critical Action

Code	Description	Progress	Comments
C1.1.3.2	Investigate opportunities for a local multipurpose cultural facility. <i>Responsible Officer: Director Community</i>	<input checked="" type="checkbox"/> 100%	Investigations have been completed into a preferred location within the St Ives Showground for an Environmental Education and Cultural Centre. The results of these investigations were reported to Councillors at a briefing in May 2018.
Key Achievements			
A location in the Showground was identified and selected following consideration of the complex bushfire, EEC and other factors to locate the building. A consultant will now be engaged to develop a concept design for the Centre at the identified site			

Operational Plan Tasks

Code	Description	Progress	Comments
C1.1.3.2.1	Prepare report on the outcomes of investigations into opportunities for a local multipurpose cultural facility. <i>Responsible Officer: Director Strategy & Environment</i>	<input checked="" type="checkbox"/> 100%	Investigations have been completed into a preferred location within the St Ives Showground for an Environmental Education and Cultural Centre. The results of these investigations were reported to Councillors at a briefing in May 2018.



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

Code	Description	Progress	Stakeholders	Council Role
C2.1.1	Ku-ring-gai's rich cultural diversity and creativity is celebrated through programs and events. <i>Responsible Officer: Director Community</i>	<input checked="" type="checkbox"/>	NSW Community Relations Commission	Facilitate, Deliver
Comments				
A range of cultural community events held throughout the reporting period has attracted many participants from diverse communities. Events included Chinese New Year which was celebrated in the Gordon Library in partnership with a range of community organisations. International Women's Day was celebrated in the Council Chambers with a variety of guest speakers, performances and a panel discussion comprised of young women from the Ku-ring-gai area.				

Critical Action

Code	Description	Progress	Comments
C2.1.1.1	Opportunities are identified, provided and promoted for the community to share cultural experiences. <i>Responsible Officer: Director Community</i>	<input checked="" type="checkbox"/> 100%	Cultural community events held in the reporting period were well attended and received positive feedback. There has been significant increase in demand for services provided by the Local Studies team and the Library Management System upgrade provided increased functionality to make Local Studies searches easier for the community. The Reference area at Gordon was also revamped to increase seating capacity and provide more space for research.

Operational Plan Tasks

Code	Description	Progress	Comments
C2.1.1.1.1	Promote and support a range of cultural and nationally significant events through Council. <i>Responsible Officer: Director Community</i>	<input checked="" type="checkbox"/> 100%	Chinese New Year was celebrated in the Gordon Library in partnership with a number of community organisations. International Women's Day was celebrated in the Council Chambers with a range of guest speakers, performances and a panel discussion comprised of young women from the Ku-ring-gai area, An event celebrating Refugee Week was held incorporating performances, arts and crafts displays, speeches, poetry and multicultural food in partnership with the Rotary Clubs, House of Welcome and other local community organisations..



			The event was attended by over 174 people and coordinated by Council's Youth Services with the support of a group of local young people who are keen to raise the issues affecting refugees in the community.
C2.1.1.1.2	Provide free access to a range of information and lending services including Local Studies and electronic resources (books, film, magazines and music). Responsible Officer: Manager Library & Cultural Services	<input checked="" type="checkbox"/> 100%	The Local Studies team received significantly increased queries during the period and positive feedback comments about the exhibition "Dear Inglewood- Ethel Turner's Ku-ring-gai", which is currently on display at Gordon branch. Local Studies tours were highly successful and a structured program for future visits will be developed. The Library Management System upgrade will make the Local Studies searches easier for the community and a revamped reference area at Gordon has increased seating capacity in the area to provide more space for research. The extra seating has been welcomed by the library user community.

Critical Action

Code	Description	Progress	Comments
C2.1.1.2	A program of cultural events is developed to celebrate our diversity. Responsible Officer: Director Community	<input checked="" type="checkbox"/> 100%	Progress is being made on expanding events at the St Ives Precinct. Sunday Sound Garden was very successfully trailed as a monthly free music event with a diversity of musical groups, wildlife shows and international food. Attendance was up to 250 people enjoying the free concerts. Council's sponsorship program provided a range of events and cultural activities for the community and Council's community events which were enjoyed by over 35,000 people during the 2017-2018 year.
Key Achievements			
Successful event calendar with community programs focusing on increasing social interaction and participation. Council's community events were enjoyed by over 35,000 people.			

Operational Plan Tasks

Code	Description	Progress	Comments
C2.1.1.2.1	Continue to develop and attract major regional events for the St Ives Precinct (St Ives Showground and Wildflower Garden). Responsible Officer: Manager Community & Recreation Services	<input checked="" type="checkbox"/> 100%	Expanded event offerings planned and/or delivered in the St Ives Precinct included: * Sunday Sound Garden was very successfully trailed as a monthly free music event with a diversity of musical groups, wildlife shows and international food. Attendance is between 100 to 250 people enjoying the free concerts. * Planning is underway for the 50th celebration of the opening of the Wildflower Garden will take place in October 2018. * The St Ives Medieval Faire will return in September bigger and better. * Park Run has been introduced as a weekly Saturday morning event at the Wildflower Garden.
C2.1.1.2.2	Promote cultural events to the whole community via Council's communication methods e.g. social media and website.	<input checked="" type="checkbox"/> 100%	Council's cultural events continue to be promoted across Council's digital communication channels including website, e-newsletters and social media (Facebook, Twitter, Instagram, YouTube, LinkedIn). Council have focused



	Responsible Officer: Manager Corporate Communications		more on Facebook ads this past year, as it has become increasingly successful in promoting Council events. Council have also introduced Eventbrite as the booking system to make it easier for residents to book into Council's sustainability and business events.
C2.1.1.2.3	Promote opportunities for cultural groups to stage events consistent with Council's sponsorship policy. Responsible Officer: Director Community	<input checked="" type="checkbox"/> 100%	Completed previous reporting period.





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

Code	Description	Progress	Stakeholders	Council Role
C3.1.1	Our community is engaged in shaping the identity of their local areas and feel secure and socially connected. <i>Responsible Officer: Director Community</i>	<input checked="" type="checkbox"/>	Office of Local Government, Local Community Groups, Northern Sydney Volunteer Network, NSW Commission for Children and Young People	Lead
Comments				
Opportunities for social participation have been provided for community through a range of programs and events. The events team delivered a successful Festival on the Green in May attracting over 10,000 people. Citizenship ceremonies are held on a monthly basis with over 100 residents becoming new citizens in May and June. All events were delivered on time and within budget.				

Critical Action

Code	Description	Progress	Comments
C3.1.1.1	Enhance opportunities for social interaction to foster participation and encourage a sense of pride in the community.	<input checked="" type="checkbox"/> 100%	Opportunities to foster participation in the community during the period included citizenship ceremonies, Festival on the Green, Australia Day celebrations, Cinema in the Park and various library activities.
Key Achievements			
Successful event calendar with community programs focusing on increasing social interaction and participation.			

Operational Plan Tasks

Code	Description	Progress	Comments
C3.1.1.1.1	Deliver programs for residents, including civic awards program, citizenship ceremonies, Welcome Basket Morning Tea, Australia Day, Festival on the Green, and Music in the Park on time and within budget.	<input checked="" type="checkbox"/> 100%	The events team delivered a successful Festival on the Green on Sunday 6 May attracting approx. 10,000 people throughout the day. Council has delivered Citizenship ceremonies on April 18 and June 13 with 109 residents becoming new citizens. All events were delivered on time and within budget.
<i>Responsible Officer: Manager Corporate Communications</i>			



C3.1.1.1.2	<p>Promote awareness of issues, services and resources for the community by implementing and/or hosting displays in all libraries both independently and in conjunction with other organisations.</p> <p>Responsible Officer: <i>Manager Library & Cultural Services</i></p>	<input checked="" type="checkbox"/> 100%	<p>Display highlights were:</p> <ul style="list-style-type: none"> * "Dear Old Inglewood - Ethel Turner's Ku-ring-gai", a multi panel display depicting the life and times of Ethel Turner, author of Seven little Australians. This display traces the changes to the area with the introduction of the railway and both the development of Ethel Turner and the Ku-ring-gai region. * "Satire in the Time of War - Hal Eyre exhibition" a multi panel display on loan from the State Library of NSW. This display shows satirical cartoons by Hal Eyre reflecting attitudes the media depicted of events during the First World War. * Educational and news displays – Behind the headlines – North and South Korea, Tax tips 2018; Behind the headlines – bitcoin, Poetry week - Liffinder database spotlight display, HSC resources , composing display, multicultural recipe display, In Memoriam - Alfred Hitchcock, In Memoriam - Stephen Hawking, In Memoriam - Emily Dickinson * Social and cultural information displays - Harmony Day displays, Easter displays, Library Lovers display, Commonwealth Games, Australia Day, New Year new you, Sydney Writers' Festival * Resource displays – borrowbox audio resources, e-library display.
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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>	<input checked="" type="checkbox"/> 100%	<p>Community safety and social initiatives continued to be supported and promoted during the period.</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>	<input checked="" type="checkbox"/> 100%	<p>Council representatives attended the Ku-ring-gai LAC Community Safety Committee and North Shore LAC Community Safety Precinct Committee and have implemented all relevant actions.</p> <p>Council developed a Memorandum of Understanding with Turramurra Rotary to remove graffiti which is being progressively implemented with regular reporting received from the Rotary Club of Turramurra. Other Rotary Clubs involved in the Graffiti Removal Project include Wahroonga, Turramurra, Lindfield, St Ives and Roseville.</p>



Term Achievement

Code	Description	Progress	Stakeholders	Council Role
C3.1.2	Volunteers are valued, recognised and supported in providing services to the community. Responsible Officer: Director Community	<input checked="" type="checkbox"/>	Local Community Groups, Northern Sydney Volunteer Network	Facilitate
Comments				
<p>Volunteer initiatives were developed and implemented throughout the community and environmental volunteer programs. Over 260 enquiries were received from community members about opportunities to volunteer during the reporting period.</p> <p>All volunteers receive training and support and are recognised for their incredible contribution to the community.</p>				

Critical Action

Code	Description	Progress	Comments
C3.1.2.1	<p>Volunteer programs are developed and implemented across the local government area.</p> <p>Responsible Officer: Director Community</p>	<input checked="" type="checkbox"/> 100%	<p>Volunteering opportunities in Ku-ring-gai were promoted through electronic media, printed material, surveys and at Volunteering Expos and Council-run events. Over 260 enquiries regarding volunteering opportunities were received by the Ku-ring-gai Hornsby Volunteer Service.</p> <p>Potential community volunteers were offered volunteering roles appropriate to their interests, skills, availability and age, to aid in the provision of programs offered by local community organisations. The Commonwealth Home Support Program and National Disability Insurance Scheme service providers were strongly supported, as well as many other local volunteer-involving community organisations.</p> <p>Over the past six months environmental volunteers have contributed 6,795 hours to bush regeneration activities, native bee and fauna monitoring programs.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
C3.1.2.1.1	<p>Facilitate new opportunities for Commonwealth Home Support Program (CHSP) volunteering by the community to achieve community goals.</p> <p>Responsible Officer: Manager Community Development</p>	<input checked="" type="checkbox"/> 100%	<p>Over 264 enquiries regarding volunteering opportunities were received by the Ku-ring-gai Hornsby Volunteer Service. Potential volunteers were offered volunteering roles appropriate to their interests, skills, availability and age, to aid in the provision of programs offered by local community organisations. The Commonwealth Home Support Program and National Disability Insurance Scheme service providers were strongly supported, as well as many other local volunteer-involving community organisations.</p> <p>A range of volunteering opportunities in Ku-ring-gai was promoted through electronic media, printed material, and at Volunteering Expos and Council-run events. Volunteering Expos were held in April and May, with 95% of participants rating the expos as 'successful in informing the community of the</p>



		volunteer opportunities' in their organisations. The "Well-being of Seniors in Ku-ring-gai" survey and the "Seniors Out and About" brochure both emphasised the importance of volunteering in maintaining well-being and social engagement. Approximately 80% of respondents to the survey appreciated the opportunity to volunteer and contribute to local community organisations/activities.
C3.1.2.1.2	Deliver community environmental volunteering program. Responsible Officer: Manager Environment & Sustainability	<input checked="" type="checkbox"/> 100% There are currently 648 community volunteers working at 158 Bushcare/ Streetcare/ Parkcare sites, who in the past 6 months have contributed 6,480 hours to bush regeneration activities within Ku-ring-gai. An additional 39 community volunteers have contributed 315 hours in the past 6 months to supporting our native bee hive distribution and fauna monitoring programs.

Critical Action

Code	Description	Progress	Comments
C3.1.2.2	Volunteers are supported through training and participation. Responsible Officer: Director Community	<input checked="" type="checkbox"/> 100%	During the reporting period Council continued to provide support to volunteers through the allocation of funding for volunteer and volunteer coordinator training for training programs including implementing wellness and reablement, train the trainer, manual handling, food handling, understanding ageing, dealing with behaviours of concern and boundaries for volunteers.

Operational Plan Tasks

Code	Description	Progress	Comments
C3.1.2.2.1	Provide training and support for volunteers and volunteer organisations. Responsible Officer: Manager Community Development	<input checked="" type="checkbox"/> 100%	<p>Training in 'Implementing Wellness and Reablement' was provided to volunteers and Volunteer Coordinators of local Commonwealth Home Support (CHSP) service providers. A 'Train the Trainer' workshop was also offered to local CHSP Volunteer Coordinators, with all of the 35 participants reporting that the workshop was "easily understood, interesting and memorable".</p> <p>Training DVDs covering manual handling, food handling, understanding ageing, dealing with behaviours of concern and boundaries for volunteers were provided to local CHSP organisations to use in their volunteer training programs.</p> <p>CHSP-funded organisations were assisted to respond comprehensively to a Commonwealth Department of Health discussion paper on the future reforms of the aged home support program, and to gain an understanding of other aspects of the changing aged care system.</p>



Critical Action

Code	Description	Progress	Comments
C3.1.2.3	Volunteers are recognised for their contribution to the local community. Responsible Officer: Director Community	<input checked="" type="checkbox"/> 100%	Council continued to recognise the important contributions of volunteers through special events and programs. 28.2% of the Ku-ring-gai population reported doing some form of voluntary work in 2016 (ABS Census) compared to 16.7% for Greater Sydney. While Ku-ring-gai volunteering is high compared to Greater Sydney it is considered a conservative estimate as many people in Ku-ring-gai do not identify their support for various community activities as volunteering.

Operational Plan Tasks

Code	Description	Progress	Comments
C3.1.2.3.1	Volunteers are recognised and rewarded for their efforts. Responsible Officer: Manager Community Development	<input checked="" type="checkbox"/> 100%	Two free movie and supper evenings were held for volunteers and their friends, to show appreciation to volunteers for their contribution to our community and to encourage others to try volunteering. Nominations are again open for the NSW Volunteer of the Year Awards, and local organisations have been encouraged to nominate their volunteers in the various categories. Many local volunteers were recognised at awards ceremonies in August and September 2017. Pens, calendars and tea towels promoting volunteering and volunteer opportunities were distributed through local organisations as appreciation gifts to local organisations.




Issue: Health Lifestyles

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




Term Achievement

Code	Description	Progress	Stakeholders	Council Role
C4.1.1	A range of cultural, recreational and leisure facilities and activities are available to encourage social interaction and stimulate everyday wellbeing.	<input checked="" type="checkbox"/>	NSW Office of Communities, NSW Sport and Recreation, Local Sporting - Recreation and Cultural Organisations, Community Groups	Facilitate, Deliver, Lead
Responsible Officer: Director Community				
Comments				
Participation in Council's Active Ku-ring-gai program has increased during the reporting period in a number of programs including pilates, junior gold and walking groups. Healthy lifestyle programs continue to be very popular at the Ku-ring-gai Fitness and Aquatic Centre. Planning for new projects has commenced for the Lindfield Cricket Club and the Princess Anne Arena.				


Critical Action

Code	Description	Progress	Comments
C4.1.1.1	Programs are delivered in collaboration with agencies and partners to encourage healthy and active lifestyles.	 96%	Programs co-ordinated with Council's partners, have been delivered to encourage healthy and active lifestyles. These include partnerships with the YMCA in event delivery, project delivery with Northside Riding Club, Lindfield District Cricket Club and Roseville Junior Cricket Club. Consultation with the local mountain bike community occurred as part of the investigations into the Warrimoo downhill mountain bike trail network in Ku-ring-gai Creek Reserve.
Responsible Officer: Director Community			
Key Achievements			
During 2017/18			
* The Active Ku-ring-gai term program registrations increased by 96 (547 to 643 not including Junior Golf holiday programs or Heart Foundation Walking Groups).			
* Junior Golf term programs were introduced at Gordon Golf Course and are now at full capacity.			
*3 x Pilates classes are at full capacity.			


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: <i>Manager Community & Recreation Services</i></p>	 <p>95%</p>	<ul style="list-style-type: none"> * For the reporting period Active Ku-ring-gai saw an increase of 60 participants to a total of 342 registrations in January – June 2018 compared to the same period in 2017. This increase was boosted by the introduction of the Monday evening Pilates and Gym Without Walls classes, Yoga for Men and the re-introduction of Junior Golf to the Active Ku-ring-gai program as well as an increase in all other programs. * Compared to the same period last year the walking groups registrant numbers increased by 12 walkers to 177 walkers. * Since being reintroduced Junior Golf programs have increased Active Ku-ring-gai registrant numbers and have become consistent and sustainable. * January school holidays experienced 24 registrations across 4 days while the April school holidays saw 20 registrations (across 3 days due to Anzac Day Public Holiday), to show a steady increase based on average numbers. * Junior Golf Term 2 2018 was the first term program to be re-introduced where 9 full term registrations and 3 casual day registrations across the term were received to be at 90% capacity for the session. * The social tennis program continues with a re-fresh including the involvement of a new contractor and coaches who we are working to make the tennis program consistent and sustainable. The Thursday night program now has a solid 12 registrants and is remaining consistent. * Future opportunities within Active Ku-ring-gai include the potential for mums and bubs/pre and post-natal classes.
C4.1.1.1.2	<p>Develop and implement sports programs in co-operation with or by supporting local sporting clubs and providers.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	 <p>95%</p>	<p>Planning for and/or completion of facilities included:</p> <ul style="list-style-type: none"> - Northside Riding Club – Accessible toilet and pathway at Princess Anne Arena, St Ives Showground. This was a three way partnership between the club, Council and grant funding - Lindfield District Cricket Club – 3 or 4 new nets proposed at Lindfield Memorial Park. This is also a three way partnership between the club, Council and grant funding. - Further investigations and design towards the inclusion of synthetic fields at Norman Griffiths Oval and Warrimoo Oval. - Roseville Park Tennis Pavilion – construction planned for 2018/19. - Roseville Junior Cricket Club – proposed upgrade to 2 nets at Roseville Park. This is also a three way partnership between the club, Council and grant funding.
C4.1.1.1.3	<p>Implement priority actions from the Recreation in Natural Areas Strategy.</p>		<p>Priority actions from the Unstructured Recreation in Bushland Strategy continue to be implemented, including continued improvement of track mapping and website information; provision of improved directional /</p>




	Responsible Officer: <i>Manager Environment & Sustainability</i>	100%	<p>interpretive signage in recreational areas; installation and enforcement of regulatory signage at tracks and trail heads; facilitation of the Bushcare program; and an investigation into the feasibility of re-opening a section of the Warrimoo downhill mountain bike trail network.</p> <p>The Warrimoo downhill mountain bike trail network in Ku-ring-gai Creek Reserve was closed in June 2016 due to concerns about damage to some of Ku-ring-gai's most ecologically significant bushland. Following consultation with the local mountain bike community, Council has engaged a consultant to conduct an ecological feasibility study on options to reopen part of the trail network. This study is due to be completed in the first quarter of 2018/19.</p>
C4.1.1.1.4	<p>Monitor and report on healthy lifestyle programs at the Ku-ring-gai Fitness and Aquatic Centre.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	 <p>95%</p>	<p>During the month of April YMCA hosted a free resistance band workshop as well as an afternoon poolside picnic which had over 20 seniors attending. Members and guests feedback was very positive. Further activities and special events will be planned for 2018/19 for members and their guests.</p>

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
C4.1.2	New and enhanced open space and recreational facilities have been delivered to increase community use and enjoyment.		NSW Office of Communities, NSW Sport and Recreation, Local Sporting - Recreation and Cultural Organisations, Community Groups	Deliver, Lead
Comments				

Council's Open Space Strategy and Program continued to be implemented through a number of new and improved parks and playgrounds across the Ku-ring-gai local government area.




Critical Action

Code	Description	Progress	Comments
C4.1.2.1	<p>Continue to deliver the objectives of Council's Open Space Strategy and Open Space Acquisition Strategy.</p> <p>Responsible Officer: <i>Director Strategy & Environment</i></p>	 <p>80%</p>	<p>During the reporting period work has progressed on the design and delivery of new parks and town squares in Lindfield and Turramurra as part of major projects, and a new park in Duff Street, Turramurra. Design principles incorporating passive recreation activities have been included in proposed designs for various park upgrades across the LGA with a number of upgrades being completed.</p> <p>Council resolved to acquire a property at 51 Bradfield Road West Lindfield from the CSIRO to support the continuation of child care services. The purchase was completed on 27 June 2018.</p> <p>Reason</p>





			<p>The St Ives regional playground has been delayed due to environmental issues, however, the design and documentation for tender is to include best practice access and inclusivity guidelines with construction proposed during the 2019 financial year.</p> <p>Remedial Action</p> <p>Further environmental assessment of project documentation has been streamlined to accelerate the review process and enable tendering for construction in the 2019 financial year. Construction of the regional playground has been included as a Year 1 Task in the adopted Delivery Program 2018-2021 and Operational Plan 2018/19.</p>
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Operational Plan Tasks

Code	Description	Progress	Comments
C4.1.2.1.1	Undertake strategic land acquisitions. Responsible Officer: <i>Manager Integrated Planning, Property & Assets</i>	 100%	Council completed the purchase of 51 Bradfield Road West Lindfield on 27 June 2018.
C4.1.2.1.2	Implement and monitor the Ku-ring-gai Open Space Acquisition Strategy. Responsible Officer: <i>Manager Urban Planning</i>	 100%	Completed previous reporting period.
C4.1.2.1.3	Complete the design for identified parks and include design principles which facilitate passive recreation activities. Responsible Officer: <i>Manager Strategic Projects</i>	 92%	Design principles incorporating passive recreation activities have been included in proposed designs for various identified parks including Annie Forsyth Wyatt Garden, Bicentennial Park Golden Grove Playground, Claude Cameron Grove dog off-leash area, Gordon Recreation Ground, Lindfield Soldiers Memorial Park Playground, Morona Avenue Reserve Playground, Putarri Reserve upgrade, St Ives Village Green New Recreation Precinct, St Ives Showground Regional Inclusive Playground, Turramurra Memorial Park dog off-leash area and the new park at Allan Avenue, Turramurra. These projects are at various stages of completion from masterplanning and concept design, to detailed design and documentation, through to construction.



C4.1.2.1.4	<p>Construct parks which include features to facilitate passive recreation activities, at identified locations.</p> <p>Responsible Officer: <i>Manager Strategic Projects</i></p>	 <p>95%</p>	<p>Recent parks which include features to facilitate passive recreation activities include:</p> <ul style="list-style-type: none"> • The Mall Upgrade (phase 3) – All works complete. • Annie Forsyth Wyatt Garden (upgrade) - on site commencement June 2018. • Golden Grove Playground (rebuild) – all works complete. • Kent Oval – all works complete • Primula Oval Sports Field Lighting - Design Construct Tender awarded, - the poles and lights are on a 12 to 14 week lead time work on site will not commence until late September / early October 2018 and will take approximately 6 weeks to complete. • Morona Avenue Tennis Court Upgrade – works complete. • George Christie Playing field Bio Filtration Garden – Work awarded and commenced, work on hold pending decontamination of site following an asbestos find.
C4.1.2.1.5	<p>Construct a Regional Playground at St Ives Showground.</p> <p>Responsible Officer: <i>Manager Strategic Projects</i></p>	 <p>15%</p>	<p>This project has undergone further environmental review and design development to address issues relating to accessibility, inclusivity, play value, safety, flood risk, services provision, maintenance and tree retention. Project documentation for tender is ongoing with construction proposed during the 2018/19 year.</p> <p>Reason</p> <p>The poor condition of site infrastructure has required an expanded project scope including a need to incorporate relocation/ replacement of significant services as part of the project. This coupled with the restrictive nature and location of the site, being within an Endangered Ecological Community (EEC), has imposed additional environmental constraints which have impacted on the proposed delivery of the project.</p> <p>Remedial Action</p> <p>Detailed design is ongoing and is being informed by best practice access and inclusivity guidelines, and arboriculture advice to limit impacts on existing trees and the surrounding EEC. Further environmental assessment of project documentation has been streamlined to accelerate the review process and enable tendering for construction in the 2018/19 financial year. Construction of the regional playground has been included as a Year 1 Task in the adopted Delivery Program 2018-2021 and Operational Plan 2018/19.</p>



Issue: Community Health and Safety

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
C5.1.1	Our residents and visitors enjoy clean, safe, friendly and vibrant neighbourhoods. <i>Responsible Officer: Director Development & Regulation</i>	<input checked="" type="checkbox"/>	NSW Police, Emergency Management Agencies, Licensees, Businesses, Youth Organisations, Schools	Facilitate, Deliver, Lead
Comments				
All established public health and safety programs and regulatory services provided by Council achieved agreed outcomes for the community over the reporting period.				


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>	<input checked="" type="checkbox"/> 100%	The draft Pedestrian Access and Mobility Plan (PAMP) continued to provide guidance on the provision of pedestrian facilities to improve accessibility, and reduce severance caused by barriers such as arterial roads and railways. Crime prevention through environmental design (CPTED) principles have been incorporated into the concept designs for Boyds Orchard Park, Annie Forsyth Wyatt Garden, Gordon Recreation Ground, Putarri Reserve, Koola Park, and Robert Pymble Park. Recently constructed projects include, Golden Grove Playground, Park Avenue Playground.
Key Achievements			
Concept designs prepared for Boyds Orchard Park, Annie Forsyth Wyatt Garden, Gordon Recreation Ground, Putarri Reserve, Koola Park, and Robert Pymble Park. Recently constructed projects include, Golden Grove Playground, Park Avenue Playground.			


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.	<input checked="" type="checkbox"/> 100%	Crime prevention through environmental design and access and inclusion improvements have been incorporated into all of the designs of Council's capital works projects.








Responsible Officer: Manager Strategic Projects	
C5.1.1.1.2	<p>Progressively implement the Pedestrian Access and Mobility Plan (PAMP) recommendations.</p> <p>Responsible Officer: Manager Traffic & Transport</p>
 100%	<p>The draft Pedestrian Access and Mobility Plan (PAMP) continued to provide guidance on the provision of pedestrian facilities to improve accessibility, and reduce severance caused by barriers such as arterial roads and railways. The following pedestrian improvement works have been implemented or are being incorporated into Council's major projects and associated upgrade works:</p> <ul style="list-style-type: none"> - Continued planning for new connections between Pacific Highway and the Lindfield Village Hub major project. - Planning for new footpaths along the new proposed laneway between Tryon Place and Pacific Highway, as part of Lindfield Village Living (current Lindfield Library site). - Continued planning pedestrian (and bicycle) provision on new bridge over railway between Ray Street and Rohini Street Turramurra (early planning phase). <p>The principles in the draft PAMP are also being used to improve accessibility in the wider area, when Council staff attended a Transport for NSW/RMS Stakeholder Workshop for the preparation of a Road Network Plan for the Ryde Road/Lane Cove Road corridor and the Pacific Highway corridor. The purpose of the workshop was to gain Council's input into a strategy for improving the performance of the corridor, with consideration to all modes of transport based on the corridor's function and customer needs. In this workshop, Council staff highlighted the need for improved access across the Ryde Road and Pacific Highway corridor for pedestrians, which have little crossing opportunities and currently act as barriers to access.</p>

Critical Action

Code	Description	Progress	Comments
C5.1.1.2	<p>Implement programs to manage risks and impacts on public health and safety</p> <p>Responsible Officer: Director Development & Regulation</p>	 90%	<p>The majority of the program was achieved, however the loss of two key staff in the Environmental Health Group, and extended period taken to recruit new staff resulted in the food shop inspection program not reaching its target. Noise complaints, especially from domestic air conditioning systems continued to grow with over 160 matters received in the reporting year.</p> <p>Reason</p> <p>The loss of two key staff in the Environmental Health Group, and extended period taken to recruit new staff impacted the delivery of the inspection programs.</p> <p>Remedial Action</p> <p>The team is now fully recruited and it is expected the 2018/19 program will be completed in accordance with targets.</p>



Operational Plan Tasks

Code	Description	Progress	Comments
C5.1.1.2.1	<p>Implement Council's adopted Companion Animals Management Plan 2017-2020.</p> <p>Responsible Officer: <i>Manager Compliance & Regulation</i></p>	 100%	<p>Set outcomes have been met in relation to Ku-ring-gai Council's adopted Companion Animals Management Plan 2017-2020 and in accordance with Council's Compliance Policy. Due to the resignation of the Companion Animals Management Officer and extended replacement period, Council's annual Dog's Day Out was postponed for this reporting period. Council received 69 complaints in relation to companion animals. Council received 69 complaints in relation to dog attacks, down from 75 from previous year, 312 barking dog complaints, up from 311 from previous year, 64 requests for dog pick-up, down from 65 from the previous year and 123 for dogs roaming, down from 140 from previous year.</p> <p>The Council regulatory team issued 39 penalty notices for various offences equating to \$9,460.</p> <p>Despite staff shortages registration rates remain at 93.97%, including cats at 90.34% and dogs at 95.42%.</p>
C5.1.1.2.2	<p>Ensure all buildings and multi occupancy residential buildings are compliant with Council's annual fire safety program.</p> <p>Responsible Officer: <i>Manager Compliance & Regulation</i></p>	 100%	<p>Council's fire safety program has progressed and is on track for the period. Reminders and follow up letters continue to be sent to all stakeholders within Councils register during the period. An additional 106 properties have been added to the register during the period. During the period 56 penalty infringement notices for non-compliance have been issued totalling \$73,000.</p> <p>The Department of Fair Trading has taken a lead in combustible cladding working with Fire + Rescue NSW, Council and building owners and this program continues.</p>
C5.1.1.2.3	<p>Maintain corporate response service and proactive monitoring of construction sites.</p> <p>Responsible Officer: <i>Manager Compliance & Regulation</i></p>	 100%	<p>Councils Development Compliance Officers & Area Rangers continue to undertake investigations of breaches of the Environmental Planning and Assessment Act 1979 within the required time frame. During the period 1533 penalty infringement notices for non-compliances with the Environmental Planning & Assessment Act 1979 were issued totalling \$624,000 in value.</p>
C5.1.1.2.4	<p>Undertake mandatory inspections of swimming pools as prescribed under legislation and in accordance with Council's Swimming Pool Barrier Inspection Policy.</p> <p>Responsible Officer: <i>Manager Compliance & Regulation</i></p>	 100%	<p>Council continues to undertake inspections, issue orders, issue certificates of compliance and non-compliance and deal with complaints pursuant to the NSW Swimming Pools Act 1992. During the period Council issued 227 Directions (Orders) under the Swimming Pools Act 1992 to upgrade non complying swimming pool barriers. Council also issued 46 penalty infringement notices for non-compliance totalling \$22,330.00 in fines. There are currently 15,250 swimming pools registered within the Ku-ring-gai LGA on the NSW Swimming Pool Register.</p>
C5.1.1.2.5	<p>Implement food safety protection programs in accordance with joint NSW Food Authority Agreement.</p> <p>Responsible Officer: <i>Manager Compliance & Regulation</i></p>	 40%	<p>During the reporting period Council officers attended to complaints and conducted inspections. A total of 101 food shop inspections were completed and 52 food shop complaints were also investigated.</p> <p>Reason</p>



C5.1.1.2.6	Maintain Council's register and responsibilities for managing regulated premises. Responsible Officer: <i>Manager Compliance & Regulation</i>	<input checked="" type="checkbox"/> 100%	<p>Staff shortages have affected the progress of this task.</p> <p>Remedial Action</p> <p>All positions have now been filled and programs to manage risks and impacts on public health and safety will be a priority to complete in the new period. High risk food premises will be the priority as outlined in the new food partnership agreement with the NSW Food Authority from 1 July, 2018.</p> <p>Councils register is up to date and is being maintained on an ongoing basis with reports being submitted to NSW Health as required.</p>
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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

Code	Description	Progress	Stakeholders	Council Role
C6.1.1	Council's planning approach to the provision of housing across Ku-ring-gai addresses the supply, choice and affordability needs of the community. <i>Responsible Officer: Director Strategy & Environment</i>	<input checked="" type="checkbox"/>	Department of Family and Community Services, Housing NSW, NSW Ageing Disability & Homecare, Department of Planning and Environment, Building and Development Industry, Community Groups, Residents	Facilitate, Deliver, Advocate, Lead
Comments				
The planning for housing across Ku-ring-gai has addressed the supply, choice and affordability needs of the community. This has involved analysis and monitoring of Council land holdings and the master planning for new housing opportunities within the key local centres of under the award winning Activate Ku-ring-gai local centres program. Council's key Local Environmental Plans, gazetted within the four year period, have provided for the supply and choice of housing. The issue of housing affordability is a key policy objective of the Greater Sydney Commission and will be addressed in the North District Planning process.				

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>	<input checked="" type="checkbox"/> 100%	Council has made detailed submissions on State Government policies relating to housing. Council prepared a detailed submission on the State Government - Greater Sydney Commission and the Department of Planning and Environment documents for a Metropolis of Three Cities- Our Great Sydney 2056, The North District Plan 2056 and the Future Transport Plan 2056. These plans all provide the future planning framework for the identification and delivery for increased housing choice. In the review of the Community Strategic Plan, Council also obtained feedback from the community on key housing issues facing the community. Council has also participated in a series of technical planning workshops to assist in the effective delivery of the planning priorities under the North District Plan. A range of private and council initiated planning proposals have also been commenced that will contribute towards improving the supply, choice and affordability of housing to support the needs of our changing community.
Key Achievements			
Council's has actively participated and made effective representations on the metropolitan and district plans. This will greatly assist Council in addressing the ongoing housing supply, choice and affordability needs of our community.			



Operational Plan Tasks

Code	Description	Progress	Comments
C6.1.1.1.1	Analyse and monitor Council land holdings available for potential development. Responsible Officer: Manager Urban Planning	<input checked="" type="checkbox"/> 100%	During the reporting period consultants were engaged to undertake a review of Council's land portfolio and to prepare a Land Asset Divestment Strategy. Over 50 properties were assessed in detail and over 40 sites having potential for development in the short term (1-5 years). The findings of the draft study were presented to internal stakeholders and Councillors. In relation to Council's land holdings in Gordon, Council has resolved to establish a Gordon Public Realm Reference Committee and planning for Council land has been put on hold until the committee has reviewed current plans. An audit of Council's community facilities was also undertaken during the reporting period. The review is necessary given Council's commitment to providing new community hubs within the major projects. Over 50 facilities have been considered including whether they are currently leased, casual hire or operated by Council. Senior management were briefed on the audit and a half day workshop held to review the findings. The findings and recommendations will be reported to Council along with an updated Community Facilities Strategy for Council adoption.
C6.1.1.1.2	Monitor housing choice in Ku-ring-gai local government area. Responsible Officer: Manager Urban Planning	<input checked="" type="checkbox"/> 100%	Recording of dwelling approvals is undertaken on an on-going basis. The maintenance of this information enables Council to identify trends in dwelling construction and preferences over the whole of the current redevelopment phase since 2004, which will support future strategic land use planning.

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
C6.1.2	Diversity and supply of new housing has been investigated to provide safe and responsive housing that addresses the changing population. Responsible Officer: Director Strategy & Environment	<input checked="" type="checkbox"/>	Department of Family and Community Services, Housing NSW, NSW Ageing Disability & Homecare, Department of Planning and Environment, Building and Development Industry, Community Groups, Residents	Advocate, Lead
Comments				
The affordable housing components of the Draft North District Plan were reviewed and a submission made to the Greater Sydney Commission. The analysis of the 2016 census data has continued and will assist in preparing strategies and models for the provision of affordable housing choices in Ku-ring-gai. The implementation of the North District Plan is now being planned with housing diversity, adaptability and affordability to be increased to support the future needs of our community.				



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. <i>Responsible Officer: Director Strategy & Environment</i>	<input checked="" type="checkbox"/> 100%	The affordable housing components of the Revised Draft North District Plan were reviewed and a submission made to the Greater Sydney Commission. The final North District Plan commenced in March 2018. The analysis of the 2016 census data has continued and will assist in preparing strategies/models for the provision of affordable housing choices in Ku-ring-gai. The implementation of the North District Plan is now being planned with housing diversity, adaptability and affordability to be increased to support the future needs of our community.
Key Achievements			
Council is working closely with the Greater Sydney Commission via the North District Plan 2056 for increased housing diversity, adaptability and affordability for our changing community.			

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 consistent with North District Plan. <i>Responsible Officer: Manager Urban Planning</i>	<input checked="" type="checkbox"/> 100%	Council has made a detailed submission on the North District Plan 2056 that will be the key driver for strategies and models that will assist the provision of affordable housing choices in Ku-ring-gai local government area consistent with North District Plan.

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
C6.1.3	Plans encourage enhanced adaptability to allow for ageing in place, accessibility and sustainable housing. <i>Responsible Officer: Director Strategy & Environment</i>	<input checked="" type="checkbox"/>	Department of Family and Community Services, Housing NSW, NSW Ageing Disability & Homecare, Department of Planning and Environment, Building and Development Industry, Community Groups, Residents	Facilitate, Lead
Comments				
Council's local environmental plans and development control plans continued to provide policy and regulatory directions for 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.	<input checked="" type="checkbox"/> 100%	Council's Development Control Plans have design components and principles to encourage enhanced adaptability to allow for ageing in place. Opportunities for housing diversity, adaptability and affordability are being identified and addressed via the Greater Sydney Commission and DPE North District Plan and the revision of Council's LEP and DCP to support the needs of a changing community.
Key Achievements			
Housing diversity, adaptability and affordability are being identified and addressed via the Greater Sydney Commission and Department of Planning and Environment North District Plan and the revision of Council's LEP and DCP to support the needs of a changing community.			

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>	<input checked="" type="checkbox"/> 100%	Staff continued to monitor principles of adaptability in Council's planning policies. This has included a review of accessibility issues raised in recent Land and Environment Court cases and researching examples of best planning practice with regard to accessibility.




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

Code	Description	Progress	Stakeholders	Council Role
C7.1.1	Plans are developed in partnership with emergency service agencies and key stakeholders and implemented. <i>Responsible Officer: Director Operations</i>	<input checked="" type="checkbox"/>	NSW Police, Emergency Management Agencies	Facilitate, Deliver, Lead
Comments				
The Hornsby Ku-ring-gai EMPLAN was endorsed by the Local Emergency Management Committee and signed off at State Level by the Chair of the Regional Emergency Management Committee (REOCON) in March 2018.				

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>	 93%	The Emergency Management Plan (EMPLAN) for Hornsby Ku-ring-gai Local Emergency Management Committee (LEMC) has been completed and signed by the Regional Emergency Management Committee. Council continues to work with the RFS and other agencies on the completion of actions in the Bush Fire Risk Management Plan.

Operational Plan Tasks

Code	Description	Progress	Comments
C7.1.1.1.1	Implement and report on the Bush Fire Risk Management Plan, in consultation with the Hornsby Ku-ring-gai Bush Fire Management Committee. <i>Responsible Officer: Manager Open Space Operations</i>	<input checked="" type="checkbox"/> 100%	Works on-going through monthly participation in the Hornsby/ Ku-ring-gai Bushfire Management Committee's Fuel Management Sub Committee Meeting. All completed Hazard Reduction works are updated to the RFS BRIMS system and reported quarterly through the Bush Fire Management Committee.
C7.1.1.1.2	Complete fire trail, fire break and hazard reduction maintenance programs. <i>Responsible Officer: Manager Open Space Operations</i>	 80%	Following the review of maintenance schedules, works commenced on the completion of new schedules. During the period 80% of walking tracks, fire breaks, asset protection zones and fire trails have been maintained according to service levels. Reason Unfavourable weather conditions and resourcing availability from Council,



		NSW Fire and Rescue and the RFS to complete hazard reduction burning activities. Remedial Action Burn plans and sites to be prepared and forward planning completed with agencies so that work can be undertaken when weather conditions are favourable.
C7.1.1.1.3	Provide input into Emergency Management Plan (EMPLAN). Responsible Officer: Director Operations	<input checked="" type="checkbox"/> 100% Completed previous reporting period.

Critical Action

Code	Description	Progress	Comments
C7.1.1.2	Develop Floodplain Risk and Storm Management Plans for local catchments. Responsible Officer: Director Strategy & Environment	<input checked="" type="checkbox"/> 100%	In accordance with the NSW Government's Floodplain Development Manual, flood risk studies have been completed for the Blackbutt Creek and Lovers Jump Creek catchment areas. A flood risk management study has been completed for the Blackbutt Creek catchment and one is currently being prepared for the Lovers Jump Creek catchment. Council continues to engage the Flood Risk Management Committee on flood risk management issues relevant to Ku-ring-gai.

Operational Plan Tasks

Code	Description	Progress	Comments
C7.1.1.2.1	Complete floodplain risk management study in consultation with Floodplain Risk Management Committee and investigate priority actions. Responsible Officer: Manager Environment & Sustainability	<input checked="" type="checkbox"/> 100%	The Blackbutt Creek Floodplain Risk Management Study and Plan was endorsed by Council in June 2018, following a public exhibition period. The preparation of the Lovers Jump Creek Flood Risk Management Study and Plan has commenced and is due for completion in early 2019. A grant application for funding to undertake a flood study for Middle Harbour - southern catchments was submitted in March 2018, with notification on the outcome of the grant application expected later in the year.



Theme: Natural Environment





Performance Indicators

Code	Description	Baseline	Yearly Target	Units	Achieved Amount	Yearly Rating Image
N1.1.1.A	Residents involved in community environmental programs.	In 2012/13 there were 2,479 residents involved in community environmental programs. (Data source: Council)	2,479	Residents	6,264	
Comment: The increase in community participation over the annual target reflects the ongoing relevance and success of Council's environmental programs.						
N1.1.2.A	Community activity that benefits the environment.	Number of residents at a household or individual level who carried out actions to benefit the environment as a result of participation in Council programs in 2013/14. (Data source: Council)	1,565	Residents	2,104	
N2.1.1.A	Area of bushland/habitat regenerated.	In 2012/2013 bush regeneration works were conducted on 20.5 hectares of bushland. (Data source: Council)	20.5	Hectares	60	
Comment: This figure was corrected following the June 2016-2017 bi-annual report which was reported at 20.5 hectares.						
N2.1.1.B	Condition of bushland managed by Council (resilience rating).	Bushland condition rating determined for sample bushland reserve site in 2014/15. (Data source: Council)	76 (previously 79.9)	%	76	
N2.1.1.C	Condition of bushland managed by Council (weeds rating).	Bushland condition rating determined for sample bushland reserve site in 2014/15. (Data source: Council)	30 (previously 13.5)	%	30	
N2.1.1.D	Condition of bushland managed by Council (threats rating). <i>Lesser is better.</i>	Bushland condition rating determined for sample bushland reserve site in 2014/15. (Data source: Council)	39 (previously 72.5)	%	39	
Comment for N2.1.1.B / N2.1.1.C / N2.1.1.D: The above performance indicators measure three different components of bushland condition. For the 2017-2018 year insufficient data was available to compile the bushland condition ratings.						
N3.1.1.A	Creeks tested that maintain or improve their stream health score.	In 2012/2013 100% of tested creeks maintained or improved their stream health score. (Data source: Council)	100	%	100	
N3.1.1.B	Physical creek remediation projects completed.	Number completed per year.	1	Projects	1	
N3.1.1.C	Rubbish diverted from our waterways (tonnes)	1,887 tonnes (volume) diverted per year. (Data source: Council)	1,887	Tonnes	2,070	



N5.1.1.A	Percentage household waste diverted from landfill.	In 2012/2013 60% of total household waste was diverted from landfill. (Data source: Council)	60	%	59.24	
<p>Comment: There were several contributing factors that resulted in the target not being met. These included the continued drop in paper tonnages due to a downturn in the newspaper industry, a reduction in the green waste collected due to a dry summer and further increases to the number of multi-unit properties in the LGA.</p>						
N4.1.1.A	Residents involved in climate change adaptation activities during the year.	In 2012/2013 there were 106 participants in climate change adaptation activities. (Data source: Council)	106	Participants	313	
N5.1.2.A	Household potable water consumption per capita. <i>Lesser is better.</i>	In 2012/2013 there was 83.02 kL/capita water consumption (based on Estimated Residential Population (ERP) of 116,527. (Data source: Sydney Water)	83.02	kL/ capita	85.58 (Based on 16/17 usage and an ERP of 123,143)	
<p>Comment: The above water consumption stats are based on 2016/17 usage, due to the time lag in Sydney Water information being available. Reasons for the minor 3% increase in water consumption above the baseline are not clear and could include changing resident usage patterns. Opportunities to further increase awareness regarding more sustainable water use in Council promotion materials will be assessed. This will be particularly relevant for 2017/18 usage figures, with the whole of NSW being drought declared during 2017/2018.</p>						
N5.1.2.B	Household electricity consumption per capita. <i>Lesser is better.</i>	In 2012/2013 there was 3,187kWh household energy consumption per capita. (Data source: Ausgrid and RAPP2.0)	3,187	kWh/ capita	3,010 (Based on 16/17 usage and an ERP of 123,143)	



Term Achievements, Critical Actions and Tasks

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

Code	Description	Progress	Stakeholders	Council Role
N1.1.1	Increased community understanding of the value of the natural environment and local environmental issues and impacts. <i>Responsible Officer: Director Strategy & Environment</i>	<input checked="" type="checkbox"/>	Local Community Groups, Local Environmental Groups	Facilitate, Lead, Educate
Comments				
Annual increases in subscriptions to the suite of Council's Loving Living Ku-ring-gai program's social media and electronic communications and community participation is facilitating improved community understanding of environmental issues relevant to Ku-ring-gai.				

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>	<input checked="" type="checkbox"/> 100%	Subscriber numbers continue to grow for Council's sustainability e-news, What's On Calendar, Loving Living Ku-ring-gai Facebook page, Twitter account and Envirotube channel, and a variety of print and e-mail communications continue to broaden community outreach and participation in Council's environmental and sustainability programs.

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>	<input checked="" type="checkbox"/> 100%	Council continues to successfully engage with the Ku-ring-gai community on environmental and sustainability issues, particularly through its use of social media and electronic platforms. Council's Loving Living Ku-ring-gai Facebook page now has 3,022 followers and in the last six months posts on this page registered 258,830 impressions in the feeds of its followers and were clicked on 11,768 times. The Loving Living Ku-ring-gai Twitter account has 602 followers. The Envirotube channel on YouTube now has 1,459 subscribers and the videos on the channel have registered 410,354 views. Our WildThings website recorded 18,816 unique views and Bushcare website 9,735 unique views over the past six months. Our Environment and Sustainability pages on Council's website recorded 15,770 visits. The monthly sustainability e-news now has 2,711 subscribers, who clicked on articles 1,553 times this period.



Term Achievement

Code	Description	Progress	Stakeholders	Council Role
N1.1.2	Increased community action that benefits the environment. Responsible Officer: <i>Director Strategy & Environment</i>	<input checked="" type="checkbox"/>	Local Community Groups, Local Environmental Groups	Facilitate, Lead

Comments

Council's 'Loving Living Ku-ring-gai' program continues to lead to increasing numbers of residents taking action to improve the environment, whether it be through a native bee hive or Pool to Pond conversion, the installation of energy efficient pool pumps, rainwater tanks and raingardens, sustainable building design, bush regeneration volunteering, compost bins and worm farms, or the delivery of an environmental project through the Environmental Levy small grants scheme.

Critical Action

Code	Description	Progress	Comments
N1.1.2.1	Development of environmental resources, tools and targeted education programs for a range of user groups. Responsible Officer: <i>Director Strategy & Environment</i>	<input checked="" type="checkbox"/> 100%	Council's environmental education programs continue to attract a broad range of audiences and facilitate action to benefit the environment. These programs include the Bush Kids Holiday program, Bush Kids birthday parties, school excursions and vacation care programs, the Toddlers and Tadpole program, the Junior Ranger program, the Loving Living Ku-ring-gai events program, the Greenstyle home sustainability and garden advice program, the Compost Revolution program, the Better Business Partnership program, the WildThings program and the Smart suite of programs (Energy Smart, Water Smart, Smart Homes and Smart Units).





Key Achievements

- * Highly Commended Award for The Wild Things Program received from the 2018 Local Government Excellence Awards in the Environmental Leadership and Sustainability category which recognises excellence in the local government sector in NSW and significant achievements by NSW councils over the past year
- * Commendation for the WildThings and Climate Wise Communities programs by the 2018 Greater Sydney Planning Awards in recognition of Council's ongoing commitment to environmental sustainability in Award 5 - Great Sustainability Initiative. Council's WildThings and Climate Wise Communities programs were recognised as excellent examples of Council's "innovative, collaborative and engaging work in this space. The Council has long been at the forefront of local government-led sustainability efforts and it continues to model leading practice for other councils in Greater Sydney".


Operational Plan Tasks

Code	Description	Progress	Comments
N1.1.2.1.1	Develop and deliver programs, resources and demonstration sites for the community and visitors at the Wildflower Garden. Responsible Officer: <i>Manager Community & Recreation Services</i>	<input checked="" type="checkbox"/> 100%	January and April Bush Kids programs were well attended as was the mid-term events Toddlers and Tadpoles, Junior Rangers Club and Bush Birthday parties. Improvements include a new enclosed Kid's Playground area constructed next to the Ranger's cottage and an extended car park completed next to the Visitor



			<p>Centre.</p> <p>Bidwell's Clearing picnic area is in the process of being upgraded with space for education and picnics.</p> <p>New signage and road markings made the Wildflower Garden internal road system clearer. Further modifications were made to animal enclosures for turtles along with the addition of chickens and ducks to the animal collection.</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> 100%</p>	<p>Council's Loving Living Ku-ring-gai events program delivered a range of community engagement activities, including a tick information evening, family bushwalk, Aboriginal discovery activity, welcome bus tour, composting and potatoes workshop, waterways tour, upcycling clothes workshop, Aboriginal heritage talk, Earth Hour event and micro-macrame workshop, with a total of 204 attending. WildThings held two events about frogs and living with wild life, attracting a total of 115 residents. A Green Talk was held at a Turramurra daycare where 30 students and educators learned about sustainability. Through the Greenstyle program, 19 garden advice visits took place, while nine home sustainability advice visits were carried out at the homes of Ku-ring-gai residents. A record 416 residents were engaged via the Compost Revolution website and online tutorials. As a result, 146 compost bins and 29 worm farms were delivered to residents. Two events were held to promote weed awareness and the importance of native plants, including to the CALD community, attracting a total of 120 people. A flying-fox educational evening attracted 65 local residents. The Wild Things program distributed 33 native beehives to residents within the LGA and eight outside the LGA.</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> 100%</p>	<p>The Better Business Partnership (BBP) program continued to provide a valuable sustainability advice service to small and medium businesses. There are currently 226 active BBP members in Ku-ring-gai. The BBP awards were held in June 2018, in conjunction with the TechShift event, as part of the Vivid Sydney festival. The majority of the award winners were businesses from the Ku-ring-gai area.</p>
<p>N1.1.2.1.4</p>	<p>Develop and deliver environmental resources and programs for schools, children and young people.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	<p> 100%</p>	<p>For the reporting period the St Ives Precinct, including the Wildflower Garden, conducted the following activities and programs:</p> <ul style="list-style-type: none"> 31 Bush Kids School Holiday Program with 339 participants 52 Bush Birthday Parties with 1,316 participants 11 Evening Bush Birthday Parties with 263 participants 7 School Excursions with 485 participants 2 Seniors Activities with 35 participants 22 Toddlers and Tadpoles programs producing 656 registrations 1 Vacation Care program with 40 participants <p>Five other activities with 101 attendees.</p>
<p>N1.1.2.1.5</p>	<p>Conduct a comprehensive consultation program for Council's Special Rate Variation application for the permanent continuation of the Environmental Levy.</p>	<p> 0%</p>	<p>At the Ordinary Meeting of Council held on 27 February 2018 Council resolved to place this task on hold for the 2017/2018 Operational Plan.</p> <p>Reason</p>



	<p>Responsible Officer: Director Strategy & Environment</p>		<p>Timeframes have been adjusted for Council's consultation program for the permanent continuation of the Environmental Levy. Remedial Action This task is included in Council's adopted 2018/19 Operational Plan.</p>
<p>N1.1.2.1.6</p>	<p>Prepare a Special Rate Variation application under section 508(2) of the Local Government Act, 1993 for the permanent continuation of the Environmental Levy. Responsible Officer: Director Strategy & Environment</p>	<p> 0%</p>	<p>At the Ordinary Meeting of Council held on 27 February 2018 Council resolved to place this task on hold for the 2017/2018 Operational Plan. Reason Timeframes have been adjusted for Council's application to IPART for the permanent continuation of the Environmental Levy. Remedial Action This task is included in Council's adopted 2018/19 Operational Plan.</p>






Issue: Natural Areas

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


Term Achievement

Code	Description	Progress	Stakeholders	Council Role
N2.1.1	Strategies and plans are relevant and implemented to improve the conservation and recovery of flora and fauna. <i>Responsible Officer: Director Strategy & Environment</i>	 Substantially completed	Office of Environment and Heritage, Department of Planning and Environment, Bushcare, National Parks and Wildlife Service, Local Community and Environmental Groups	Deliver, Lead

Comments

This Term Achievement has been substantially completed with regard to the development and revision of policies and plans to improve the conservation and recovery of flora and fauna.
 During the five year period Council adopted a revised Biodiversity Policy, Water Sensitive City Policy, Dumping and Encroachment in Bushland Policy, Fauna Management Policy and Climate Change Adaptation Strategy, that all include objectives and management actions to improve the conservation and recovery of flora and fauna within Ku-ring-gai.
 Delays in the progression of this Term Achievement were due to rescheduling of the review of the Natural Areas (Bushland Reserves) Plan of Management, which is included for preparation in Council's adopted 2018 – 2019 Operational Plan.


Critical Action

Code	Description	Progress	Comments
N2.1.1.1	Implementation of Bushland Reserves Plan of Management.	 100%	Council's bush regeneration, flora and fauna monitoring, weed management, feral animal control, and ecological burn programs are all being implemented consistent with the Bushland Reserves Plan of management.

Key Achievements

Completion of ecological burns at Ku-ring-gai Flying Fox Reserve, Sheldon Forest and Bicentennial Park which totalled two hectares.

Operational Plan Tasks

Code	Description	Progress	Comments
N2.1.1.1.1	Implement priority actions in the Bushland Reserves Plan of Management. <i>Responsible Officer: Manager Environment & Sustainability</i>	 100%	Priority actions from the Ku-ring-gai Bushland Reserves Plan of Management continue to be implemented, including bush restoration activities and the development of site specific management plans. A 10-Year Site Management and Roosting Habitat Plan for the Ku-ring-gai Flying-fox Reserve (KFFR) was recently completed, in consultation with a stakeholder advisory group. Council continued to update its records of threatened flora and fauna and has recently expanded its recording procedure to incorporate a digital application that



		enables staff to more effectively capture species and habitat records.
N2.1.1.1.2	Develop a Ku-ring-gai Natural Areas Plan of Management. Responsible Officer: <i>Manager Environment & Sustainability</i>	<p>At the Ordinary Meeting of Council held on 27 February 2018 Council resolved to defer this task from the 2017/2018 Operational Plan.</p> <p>Reason Competing work priorities and resource limitations has affected the progress of this task.</p> <p>Remedial Action A Task is included in Council's adopted 2018/19 Operational Plan for this work. (N2.1.1.1).</p>

Critical Action

Code	Description	Progress	Comments
N2.1.1.2	Implementation of Biodiversity Policy. Responsible Officer: <i>Director Strategy & Environment</i>	<input checked="" type="checkbox"/> 100%	Council's Biodiversity Policy provides a management framework for the protection and conservation of Ku-ring-gai's biodiversity assets and values. A number of initiatives are being implemented to achieve the objectives of the Biodiversity Policy.

Operational Plan Tasks

Code	Description	Progress	Comments
N2.1.1.2.1	Implement priority actions from the Biodiversity Policy and implement the biodiversity monitoring program. Responsible Officer: <i>Manager Environment & Sustainability</i>	<input checked="" type="checkbox"/> 100%	Priority actions from the Biodiversity Policy continue to be implemented, including ecological burns and bushland restoration works in 38 high value bushland reserves, covering 60 hectares of Council land. Council continues to proactively engage with the State and Federal Government to influence policies and reforms that affect Council's biodiversity management program, including providing submissions on the 'Greener Places - establishing an urban green infrastructure policy for New South Wales' and the Code of Practice Authorising Flying-fox Camp Management Actions.

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. Responsible Officer: <i>Director Operations</i>	<input checked="" type="checkbox"/> 100%	The recurrent and levy funded bush regeneration programs ensured that 38 of Ku-ring-gai's most significant bushland sites received appropriate management and enhancement of biodiversity. Reporting on achievements against these activities indicate Council is on track in terms of resilience, weed rating and diversity. Fauna monitoring at key sites has also indicated a continued presence of target species. Completion of the feral animal control and noxious



		weed management programs also assist in achieving this item.
Key Achievements		
Increase in the known distribution of the vulnerable Pygmy Possum across Ku-ring-gai. An improved process for recording of flora and fauna to BioBase, which is Council's internal database for this information and has been expanded to include critical habitat.		

Operational Plan Tasks

Code	Description	Progress	Comments
N2.1.1.3.1	Implement service level agreements and report on activities and outputs for noxious weeds and feral animal management programs on a quarterly basis. <i>Responsible Officer: Manager Open Space Operations</i>	<input checked="" type="checkbox"/> 100%	Council staff continue to work collaboratively with the Sydney North Weeds Committee and Pest Management Committee through participation in quarterly meetings and the implementation of the corporate fox and rabbit control programs. The fox control program was completed May 2018 and the rabbit control program (RHDV calicivirus) scheduled for September 2018 is currently in planning. Council will continue to work with the local land services regarding the Biosecurity Act and implement week control actions as required. A review of Council's Management Policy has been completed.

Critical Action

Code	Description	Progress	Comments
N2.1.1.4	Integrated monitoring and evaluation framework informs investment and management priorities in our bushland. <i>Responsible Officer: Director Strategy & Environment</i>	<input checked="" type="checkbox"/> 100%	Council's bushland prioritisation matrix guides investment into bushland restoration activities across Council's priority bushland reserves. The Biodiversity Policy and Fauna Management Policy includes a monitoring framework to evaluate the impact of Council's biodiversity and fauna management programs. Reserve specific management plans guide bushland restoration activities and include an annual evaluation and reporting component.

Operational Plan Tasks

Code	Description	Progress	Comments
N2.1.1.4.1	Implement priority actions from the Fauna Management Policy and implement the fauna monitoring program. <i>Responsible Officer: Manager Environment & Sustainability</i>	<input checked="" type="checkbox"/> 100%	Priority actions from the Fauna Management Policy continue to be implemented, including: * The fox baiting program * The introduction of the Feral Scan phone application as a tool to track and monitor fox sightings and impacts * The assessment of development applications and Council proposals in relation to their impacts on fauna and in accordance with relevant legislation. Council has provided a series of educational events to inform residents of the



		fauna within the LGA and how to live harmoniously with the native fauna. Council has continued to manage and improve the rare or unusual fauna sightings program, for educational and public land management purposes and participated in a number of the NSW Government's Saving our Species threatened species conservation programs.
N2.1.1.4.2	Implement site management plans for bushland areas and monitor and report on bush regeneration activities on a quarterly basis. Responsible Officer: Manager Open Space Operations	<input checked="" type="checkbox"/> 100% Existing site management plans for the Ku-ring-gai Flying-Fox Reserve (KFFR) and Warrimoo Coastal Upland Swamp, Rofe Park and Sheldon Forest and Browns Forest are all being implemented. Work is continuing on the development of site management plans for other key bushland reserves on a priority basis. Sites identified as Duffy's forest (former mini wheels and HART Driver Training School) in St Ives will be used to trial the new site management plan format. Councils bush regeneration program is being completed according to the prioritisation matrix as part of recurrent and levy funded programs.

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
N2.1.2	Ecological protection and understanding is integrated within land-use planning. Responsible Officer: Director Strategy & Environment	<input checked="" type="checkbox"/>	Office of Environment and Heritage, Department of Planning and Environment, Bushcare, National Parks and Wildlife Service, Local Community and Environmental Groups	Deliver, Lead
Comments				

Over the Delivery Program period ecological provisions were incorporated into Ku-ring-gai's new Local Environmental Plans and Development Control Plans as well as Council's environmental assessment procedures. These provisions are regularly monitored and support training provided to staff.

Critical Action

Code	Description	Progress	Comments
N2.1.2.1	Effective guidelines, processes, training and monitoring are in place to ensure ecological protection is integrated within land-use planning. Responsible Officer: Director Strategy & Environment	<input checked="" type="checkbox"/> 100%	Council's environmental assessment guidelines, processes, training and monitoring are consistent with the aim of ensuring ecological protection is integrated with land-use planning and reflect recent changes in NSW legislation. Development is assessed in accordance with the biodiversity and riparian provisions within Ku-ring-gai's Local Environmental Plan and Development Control Plan and conditions are applied to development consents that reflect these provisions.

Operational Plan Tasks

Code	Description	Progress	Comments
N2.1.2.1.1	Implement and monitor guidelines and templates for environmental assessment processes.	<input checked="" type="checkbox"/>	Council staff have updated the templates for environmental assessments to incorporate recent legislative changes, including the implementation of the



	Responsible Officer: Manager Environment & Sustainability	100%	Biodiversity Conservation, Act 2016 and changes to the Environmental Planning and Assessment Act, 1979. Staff continued to develop procedures and provide training to staff responsible for the environmental assessment of projects to ensure a high standard of environmental assessment is conducted.
N2.1.2.1.2	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. Responsible Officer: Manager Development Assessment Services	<input checked="" type="checkbox"/> 100%	Development applications are assessed by Council's development engineer and ecological assessment officer to ensure that appropriate consent conditions are applied that reflect Council's policies and are consistent with the relevant riparian and biodiversity provisions.

Critical Action

Code	Description	Progress	Comments
N2.1.2.2	Assessment and regulatory actions contribute to improved water quality through application of appropriate DA conditions, assessment of stormwater management and protection of waterways throughout the entire development process. Responsible Officer: Director Development & Regulation	<input checked="" type="checkbox"/> 100%	Development applications are assessed by development engineers in association with Council's ecological assessment officer to ensure all legislative requirements have been met.

Operational Plan Tasks

Code	Description	Progress	Comments
N2.1.2.2.1	Development Assessment conditions are reviewed and updated as appropriate. Responsible Officer: Manager Development Assessment Services	<input checked="" type="checkbox"/> 100%	Conditions of consent were recently reviewed and updated to reflect best practice in the management and protection of waterways.



Issue: Natural Waterways

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
N3.1.1	The condition of natural waterways and riparian areas have improved and water harvesting and reuse has significantly increased.	<input checked="" type="checkbox"/>	Office of Environment and Heritage, Department of Planning and Environment, Hawkesbury-Nepean Catchment Management Authority, Universities, Utilities	Deliver, Lead
Responsible Officer: Director Strategy & Environment				
Comments				
Over the period Council's stream health monitoring program demonstrated that 100% of the creeks tested have maintained or improved their stream health score.				

Critical Action

Code	Description	Progress	Comments
N3.1.1.1	Best practice research informs Council's water management programs.	<input checked="" type="checkbox"/> 100%	Council is a long standing participant in the Cooperative Research Centre (CRC) for Water Sensitive Cities, ensuring that it has access to best practice research from across Australia to inform its water and catchment management programs.
Responsible Officer: Director Strategy & Environment			

Operational Plan Tasks

Code	Description	Progress	Comments
N3.1.1.1.1	Participate in research programs and partnerships to advance water management. Responsible Officer: Manager Environment & Sustainability	<input checked="" type="checkbox"/> 100%	In partnership with Stormwater NSW and Hornsby Council, Council staff ran a technical tour on the operation of biofilters, wetlands and sewer mining plants within the Ku-ring-gai LGA, to improve knowledge for councils and consultants. Council continued to participate in research partnerships and programs to advance its water and catchment management program, including participation in the Cooperative Research Centre (CRC) for Water Sensitive Cities and a research collaboration with the University of Technology Sydney (UTS) to measure the quality of Council's harvested stormwater.



Critical Action

Code	Description	Progress	Comments
N3.1.1.2	Implementation of Integrated Water Cycle Management Policy and Strategy. <i>Responsible Officer: Director Strategy & Environment</i>	<input checked="" type="checkbox"/> 100%	Council's Water Sensitive City Policy provides a management framework to respond to the issues of water conservation and water security, flooding risk, the degradation of urban waterways and rising temperatures, in a way that enhances the liveability of Ku-ring-gai. A number of initiatives are being implemented to achieve the objectives of the Water Sensitive City Policy.

Operational Plan Tasks

Code	Description	Progress	Comments
N3.1.1.2.1	Implement priority actions from the Water Sensitive City Policy and Water Sensitive City Strategy. <i>Responsible Officer: Manager Environment & Sustainability</i>	<input checked="" type="checkbox"/> 100%	Priority actions continued to be implemented from the Water Sensitive City Policy, including stormwater harvesting and reuse and water savings programs, community engagement programs, flood risk management, water sensitive urban design, planning controls and participation in water management research. Work on developing the Water Sensitive Cities Strategy has been placed on hold until a benchmarking and staff consultation workshop is conducted in the first quarter of 2018/19.

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>	<input checked="" type="checkbox"/> 100%	A Regional Contract for the cleaning of Water Sensitive Urban Design (WSUD) devices continued for this reporting year. Devices include gross pollutant traps, sediment basins, trash racks and pit basket inserts. The maintenance of these devices goes to improving water quality and riparian areas.

Operational Plan Tasks

Code	Description	Progress	Comments
N3.1.1.3.1	Maintain water sensitive urban design (WSUD) devices in accordance with asset management plan service levels. <i>Responsible Officer: Director Operations</i>	<input checked="" type="checkbox"/> 100%	During the reporting period, work continued for the cleaning of gross pollutant traps and sediment basins under the regional waste 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>	<input checked="" type="checkbox"/> 100%	During the reporting period, all harvesting sites were maintained and/ or repaired and are operating efficiently. Harvesting and potable water used for irrigation continued at sites across the LGA. Irrigation tanks were cleaned at the Ives Showground, Koola Park, Golden Jubilee Oval and Roseville Chase Oval with a total of 15 tonnes of sediment being removed from these tanks.

Operational Plan Tasks

Code	Description	Progress	Comments
N3.1.1.4.1	Manage harvesting sites according to Water Reuse Management Plans, maintenance program and asset management plan. <i>Responsible Officer: Manager Open Space Operations</i>	<input checked="" type="checkbox"/> 100%	The figures for harvested and potable water used for irrigation across the LGA are as follows: * Two Sewer mining facilities produced 100% of the water for their sites using 108,480kl * Two treated leachate facilities produced 100% of the water for their sites using 3,490kl * 14 stormwater harvesting sites produced 54% of water for their sites using 25,877kl topped up with potable water using 21,646kl The estimated cost savings on purchasing potable water is \$275,694.

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
N3.1.2	Ecological protection of our waterways is integrated within land-use planning. <i>Responsible Officer: Director Strategy & Environment</i>	<input checked="" type="checkbox"/>	Office of Environment and Heritage, Department of Planning and Environment, Hawkesbury-Nepean Catchment Management Authority, Universities, Utilities	Deliver, Lead
Comments				
Riparian provisions were incorporated into Ku-ring-gai's new Local Environmental Plans and Development Control Plans and Council's environmental assessment procedures. These provisions are regularly monitored and support training provided to staff.				



Critical Action

Code	Description	Progress	Comments
N3.1.2.1	Implementation of Council's Riparian Policy. <i>Responsible Officer: Director Strategy & Environment</i>	<input checked="" type="checkbox"/> 100%	Council's Water Sensitive City Policy replaced the Riparian Policy. Many of the riparian provisions in the Riparian Policy were transferred to Council's Development Control Plan (DCP). Riparian provisions are adhered to through Council's development assessment and environmental assessment processes.

Operational Plan Tasks

Code	Description	Progress	Comments
N3.1.2.1.1	Implement riparian provisions as part of Council's Water Sensitive City Policy and Strategy. <i>Responsible Officer: Manager Environment & Sustainability</i>	<input checked="" type="checkbox"/> 100%	Council continues to implement riparian provisions in accordance with Kuring-gai's Local Environmental Plan, Development Control Plan and Water Sensitive City Policy, through Council's development assessment and Part 5 assessment processes.





Issue: Climate Change

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
N4.1.1	The community is effectively informed and engaged on climate change issues. <i>Responsible Officer: Director Strategy & Environment</i>	<input checked="" type="checkbox"/>	Office of Environment and Heritage, National Parks and Wildlife Service, Department of the Environment, National Climate Change Adaptation Research Facility, Emergency Management Agencies, Universities, Community Groups, Residents	Facilitate, Lead
Comments				
Council's Climate Wise Communities (CWC) program has assisted the Ku-ring-gai community to build resilience to extreme weather events, as a result of a changing climate.				

Critical Action

Code	Description	Progress	Comments
N4.1.1.1	Programs are being implemented to build community resilience to the impacts of climate change and extreme weather events. <i>Responsible Officer: Director Strategy & Environment</i>	<input checked="" type="checkbox"/> 100%	Council's Climate Wise Communities program assists residents to build resilience to the impacts of climate change and extreme weather events at a personal, property and neighbourhood level, through (i) a tailored workshop and events series and (ii) an online community platform, which acts as an important resource hub and online discussion forum and connects the community with the Local Emergency Management Committee (LEMC) and Council.
Key Achievements			

* Recognition for the Climate Wise Communities program by the 2018 United Nations Public Service Awards. Ku-ring-gai Council was among international organisations from 79 countries shortlisted for the 2018 United Nations Public Service Awards. Council was recognised for its Climate Wise Communities program, which helps the community build resilience to the effects of climate change.

* Commendation for the WildThings and Climate Wise Communities programs by the 2018 Greater Sydney Planning Awards in recognition of Council's ongoing commitment to environmental sustainability in Award 5 - Great Sustainability Initiative. Council's WildThings and Climate Wise Communities programs were recognised as excellent examples of Council's "innovative, collaborative and engaging work in this space. The Council has long been at the forefront of local government-led sustainability efforts and it continues to model leading practice for other councils in Greater Sydney".

Operational Plan Tasks

Code	Description	Progress	Comments
N4.1.1.1.1	Deliver the Climate Wise Communities program.	<input checked="" type="checkbox"/>	The Climate Wise Communities 'Missing Link' project, grant funded by the Office of Emergency Management, is nearly completed. An interactive, online



	Responsible Officer: <i>Manager Environment & Sustainability</i>	100%	platform, developed through this grant, has been launched, to provide the community with information, resources and networks to assist with extreme weather resilience and preparedness. Wollondilly Council are currently being trained by Council staff to adapt the online platform for their purposes. Presentations to community groups were also conducted to gain feedback on and to promote the use of the online platform.
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Term Achievement

Code	Description	Progress	Stakeholders	Council Role
N4.1.2	Council's vulnerability to climate change is reduced. Responsible Officer: <i>Director Strategy & Environment</i>	<input checked="" type="checkbox"/>	Office of Environment and Heritage, National Parks and Wildlife Service, Department of the Environment, National Climate Change Adaptation Research Facility, Emergency Management Agencies, Universities, Community Groups, Residents	Deliver, Lead
Comments				
In 2016, Council adopted a revised Climate Change Adaptation Strategy which provided a management framework for Council to reduce its vulnerability and improve its resilience to the impacts of climate change, in relation to service delivery, operations and people. Council participated in the City of Sydney's resilient Cities project which reflected many of the initiatives in Council's revised Climate Change Adaptation Strategy.				

Critical Action

Code	Description	Progress	Comments
N4.1.2.1	Develop initiatives to build Council's capacity to prepare, respond and recover to the increasing severity and frequency of extreme weather events as a result of a changing climate Responsible Officer: <i>Director Strategy & Environment</i>	<input checked="" type="checkbox"/> 100%	Council's Climate Change Adaptation Implementation Plan provides managers with a prioritised list of management adaptations (or risk controls), according to their Triple Bottom Line (financial, environmental and social) performance and the capacity of the adaptation to reduce the weather hazard (bushfire, storm/flood, heat stress and drought) specific risk.

Operational Plan Tasks

Code	Description	Progress	Comments
N4.1.2.1.1	Implement priority actions from the Climate Change Adaptation Strategy. Responsible Officer: <i>Manager Environment & Sustainability</i>	<input checked="" type="checkbox"/> 100%	Completed previous reporting period.




Issue: Sustainable Resource Management

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


Term Achievement

Code	Description	Progress	Stakeholders	Council Role
N5.1.1	The community is responsible and engaged in improved recycling and reduction in resource use. <i>Responsible Officer: Director Operations</i>	<input checked="" type="checkbox"/>	Office of Environment and Heritage, Northern Sydney Region of Councils, Department of the Environment, Utilities, NSW Environment Protection Authority	Facilitate, Lead
Comments				
Recycling events have continued over the last year with 150 tonnes of chemicals diverted from water ways and waste bins. Recycling tonnages have dropped despite an increased population. Waste tonnages have remained fairly static despite an increase of over 1,000 unit properties in the last 12 months. Waste processing has commenced at Woodlawn which has seen a further 3,000 tonnes of waste destined for landfill recovered and used for mine site rehabilitation.				

Critical Action

Code	Description	Progress	Comments
N5.1.1.1	Recycling services are provided and waste recycling and avoidance education is enhanced.	 99%	During this reporting period recycling services have been provided including domestic and non domestic waste recovery services including a chemical collection. Waste education has continued with workshops and other programs including participation in an event with NSROC councils regarding environmental impacts of the fashion industry.
Key Achievements			
Average of 90% litter reduction across the LGA resulting from litter prevention projects in 2017/18.			

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>	 98%	A chemical collection was conducted in May 2018 with a record 82 tonnes delivered and diverted from landfill and waterways. A composting workshop with 28 Ku-ring-gai attendees was conducted. Council participated in a regional movie about the environmental impacts of the



			<p>fashion industry with Willoughby, Hunters & Hill and Hornsby Councils with 30 Ku-ring-gai residents in attendance.</p> <p>The Environmentors schools waste education program was completed with 10 schools participating.</p>
N5.1.1.1.2	<p>Deliver grant funded Waste Less Recycle More projects.</p> <p>Responsible Officer: <i>Manager Waste</i></p>	<p><input checked="" type="checkbox"/> 100%</p>	<p>Overt surveillance cameras are in place and operational at Hyndes Park, Lindfield. Educational material for tenants in multi-unit dwellings were printed to provide assistance for what to do with unwanted items when moving out. This included details on reuse and recycle sites. Litter prevention projects for 2017/18 were completed and a final assessment found an average of 90% litter reduction across the LGA. Sandstone logs were delivered to Killara Park and Carramar Avenue, Lindfield as part of landscape works in a preventative measure against illegal dumping.</p>
N5.1.1.1.3	<p>Administer the NSROC Regional Waste Disposal Contract and Regional Waste Plan actions.</p> <p>Responsible Officer: <i>Director Operations</i></p>	<p><input checked="" type="checkbox"/> 100%</p>	<p>Participation in the Regional Waste Disposal Contract and review of Regional Waste Plan has continued for this reporting period.</p>

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
N5.1.2	<p>The community is responsible and engaged in energy and water conservation and efficiency programs.</p> <p>Responsible Officer: <i>Director Strategy & Environment</i></p>	<p><input checked="" type="checkbox"/></p>	<p>Office of Environment and Heritage, Northern Sydney Region of Councils, Department of the Environment, Utilities, NSW Environment Protection Authority</p>	<p>Facilitate, Lead</p>
Comments				
<p>Over the period Council's Energy Smart Savers program has provided the community with an opportunity to reduce their energy use and carbon footprint through an annual rebate scheme (currently for energy efficient pool pumps) and workshop series. Similarly Council's Water Smart program also provided the community with an opportunity to reduce their water use through an annual rebate scheme (for rainwater tanks and rain gardens) and workshop series. The results of these programs continue to be monitored.</p>				

Critical Action

Code	Description	Progress	Comments
N5.1.2.1	<p>Implement educational programs to assist the community to reduce energy and water.</p> <p>Responsible Officer: <i>Director Strategy & Environment</i></p>	<p><input checked="" type="checkbox"/> 100%</p>	<p>Energy and water savings are being achieved by the community through Council's Energy Smart program (offering rebates for energy efficient pool pumps) and Water Smart program (offering rebates for rainwater tanks and rain gardens). The community rebate scheme has recently been expanded to include rebates for solar panels, solar hot water systems, insulation, window retrofits, permeable surfaces and green roofs, to facilitate further action and energy and water savings in the community.</p>



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>	<p><input checked="" type="checkbox"/> 100%</p>	<p>Council's Energy Smart program continued to prompt action by our residents, with 69 rebates awarded, totalling \$17,250, for the installation of energy efficient pool pumps. Matched community investment for this period was \$64,400. Three Greenstyle talks were held for residents, providing them with information on how to lower their energy bills, draught-proof their homes and prevent damp and mould, with 48 people in attendance. Always popular, our solar energy and battery talk attracted 71 residents. As part of the Water Smart program, rebates were awarded, totalling \$3,370, for the installation of three rainwater tanks (with a total capacity of 19.2kL) and one rain garden. Matched community investment was \$7,760 for the period. Two Water Smart workshops were held, focusing on water-sensitive construction and design, with 16 and 15 attendees respectively.</p>





Theme: Places, Spaces and Infrastructure





Performance Indicators

Code	Description	Baseline	Yearly Target	Units	Achieved Amount	Yearly Rating Image
P1.1.1.A	Tree Management requests actioned within agreed service delivery standards.	In 2012/2013 90% of the 5,000 tree management requests received were actioned within agreed service delivery standards. (Data source: Council)	90	%	76	
Comment: Budget constraints affected ability to achieve service levels for Council tree works.						
P2.1.2.A	Percentage of development applications assessed largely consistent with relevant policies and legislation.	Annual target of 100% for assessing applications. (Data source: Council)	100	%	100	
P2.1.2.B	Development application determination times. <i>Lesser is better.</i>	Annual target for net median processing times for all applications is less than 80 days. (Data source: Council)	80	days	78	
P3.1.1.A	Percentage of Land and Environment Court matters that result in successful outcomes.	In 2012/13 Council was successful in over 90% of cases in the Land and Environment Court. (Data source: Council, Land & Environment Court)	90	%	95	
P6.1.2.A	Open space projects.	Completion of capital works programs within timeframes and budgets. (Data source: Council)	90	%	95	
P6.1.2.B	Satisfaction with the condition and maintenance of Council sporting fields.	Satisfaction level based on previous Council community surveys. (Data source: Community Satisfaction Survey)	75	%	90	
Comment: Community Satisfaction Research undertaken in March 2017 indicated a positive shift in community satisfaction with the maintenance of sporting grounds and facilities.						
P6.1.2.C	Playground Safety Audit Program.	Completion of playground safety audit program within set timeframes. (Data source: Council)	100	%	100	
Comment: The audit was completed and priority works actioned. The audit includes three operational inspections and one independent annual audit report.						
P7.1.1.A	Condition rating of community buildings.	In 2012/2013 there was an average condition rating of 3 on a scale of 1 (excellent) to 5 (poor) under Schedule 7 of the Local Government Act. (Data source: Council)	3	Condition rating	3	
P7.1.1.B	Potable water consumption (kL) in Council facilities. <i>Lesser is better</i>	In 2012/2013 potable water consumption in Council facilities was 98,282kL. (Data source: Council)	98,282	kL	141,721	
Comment: Water consumption peaked in 2016/17 due to Koola Park requiring a new irrigation system and new turf, North Turramurra Golf Course requiring new gardens and turf mounds and Howson Oval requiring a complete field rebuild, the establishment of new irrigation systems and new turf. Water consumption decreased by 23% between 2016/17 and 2017/18.						



P7.1.1.C	Water reuse / recycling (kL) used by Council operations.	In 2012/2013 Council reused/ recycled 22,879kL of water from Council TECHSERV (leachate re-use and stormwater harvesting systems). (Data source: Water Conservation Group)	22,879	kL	137,847	
P7.1.1.D	Electricity consumption (MWh) of Council's fixed assets. <i>Lesser is better</i>	In 2012/2013 there was 3,273 MWh electricity consumption of Council's infrastructure assets. (Data source: Utilities, Council)	3,273	MWh	4,837	
<p>Comment: Total Council electricity consumption has decreased by 13% since it peaked in 2015/16, due to improved energy efficiency within Council buildings. Note that Council electricity consumption increased significantly in 2014 as a number of new assets came online and electricity accounts were transferred from contractors to Council, namely: 828 Pacific Highway; Ku-ring-gai Fitness and Aquatic Centre; North Turramurra Sewer Treatment Plant; and Gordon Golf Course Sewer Treatment Plant.</p>						
P7.1.1.E	Greenhouse gas emissions (tonnes CO2-e) from Council operations. <i>Lesser is better.</i>	In 2012/2013 there was 9,527 tonnes CO2-e greenhouse gas emissions from Council's infrastructure assets (electricity, gas, fleet, street lighting). (Data source: Council)	9,527	tonnes CO2-e	10,203	
<p>Comment: Council emissions decreased by 9% since they peaked in 2015/16. This is due to improved energy efficiency within Council fixed assets (13% reduction in consumption), improved energy efficiency of Ausgrid street lighting (4% reduction in consumption) and lower fuel consumption by Council's fleet (8% less emissions). Note that Council emissions increased significantly in 2014 as a number of new assets came online and electricity accounts were transferred from contractors to Council, namely: 828 Pacific Highway; Ku-ring-gai Fitness and Aquatic Centre; North Turramurra Sewer Treatment Plant; and Gordon Golf Course Sewer Treatment Plant.</p>						
P7.1.2.A	Utilisation of community halls and meeting rooms (during core times).	In 2012/2013 there was an average 75% utilisation of community halls and meeting rooms during core times. (Data source: Council)	75	%	77	
P8.1.2.A	Capital works programs for roads, footpaths and drains.	Completion of capital works programs within timeframes and budgets. (Data source: Council)	95	%	90	
<p>Comment: The delivery of some of the capital works project for roads has been deferred due to changes to the scope of some projects or changes resulting from resident feedback.</p>						



Term Achievements, Critical Actions and Tasks


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

Code	Description	Progress	Stakeholders	Council Role
P1.1.1	Opportunities are provided to our community to contribute to plans for enhancing the local area and visual amenity of our centres. <i>Responsible Officer: Director Strategy & Environment</i>	<input checked="" type="checkbox"/>	Department of Planning and Environment, Local Community Groups, Residents	Facilitate, Lead
Comments				
Design concepts continued to be prepared in consultation with the community for Council's neighbourhood centre projects, with the completion of works at Warrimoo Shops and East Lindfield Shopping Centre. Council's program of improvements to neighbourhood and local centres, supplemented with graffiti removal, cleaning of civic areas, parks maintenance and tree management services continue to contribute to the improvement and maintenance of the Ku-ring-gai area.				

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>	 95%	The community has been engaged and given opportunity to comment on Gordon Recreation Ground, Lindfield Soldiers Memorial Park Playground, Morona Avenue Reserve Playground, Putarri Reserve upgrade, Turramurra Memorial Park dog off-leash area and the new park at Allan Avenue Turramurra (Boyd's Orchard Park). These projects are at various stages of completion from masterplanning and concept design, to detailed design and documentation, through to construction.
Key Achievements			
Consultation and community engagement facilitating the adoption by council of the following masterplans and concept designs for Putarri Reserve upgrade, the new park at Allan Avenue Turramurra (Boyd's Orchard Park) and Gordon Recreation Ground.			

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 as per the adopted program. <i>Responsible Officer: Manager Strategic Projects</i>	 95%	Stakeholder consultation informed designs for neighbourhood centre upgrades including the East Lindfield Shopping Centre and The Mall Shops at Warrimoo Ave St Ives. Construction of both these projects has reached practical completion.




Critical Action

Code	Description	Progress	Comments
P1.1.1.2	Invoking community pride in our local and civic centres. <i>Responsible Officer: Director Strategy & Environment</i>	 95%	Stakeholder consultation informed designs for neighbourhood centre upgrades including the East Lindfield Shopping Centre and The Mall Shops at Warrimoo Ave St Ives. Construction of both these projects has reached practical completion. In accordance with the adopted program concept development is now underway for the Babbage Rd Shops at Roseville Chase.
Key Achievements			
Construction of East Lindfield Shopping Centre landscape upgrade and The Mall Shops upgrade at Warrimoo Ave St Ives.			


Operational Plan Tasks

Code	Description	Progress	Comments
P1.1.1.2.1	Develop concept plans for neighbourhood centres informed by community engagement consistent with the adopted program. <i>Responsible Officer: Manager Strategic Projects</i>	 95%	Stakeholder consultation informed designs for neighbourhood centre upgrades including the East Lindfield Shopping Centre landscape improvements and The Mall Shops upgrade at Warrimoo Ave St Ives. Construction of both these projects has reached practical completion. In accordance with the adopted program concept development is now underway for the Babbage Rd Shops upgrade at Roseville Chase.

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>	 100%	Graffiti has been reduced from the previous year. However amenities at Wahroonga Park and Canoon Netball facilities as well as the Lindfield Community/Library tennis area remain hotspots and will continue to be monitored.

Operational Plan Tasks


Code	Description	Progress	Comments
P1.1.1.3.1	Oversee 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>	 100%	Graffiti is significantly down from last year's statistics (2015/16 = 342 incidents and 2016/17 = 233 incidents), however amenities at Wahroonga Park and Canoon Netball facilities as well as the Lindfield Community/Library tennis area remain hotspots and will continue to be monitored. Treatment of graffiti is becoming easier as we paint and/or place anti-graffiti coatings on our buildings, thus reducing time and effort for the staff, along with reducing risks from utilising chemicals.



Critical Action


Code	Description	Progress	Comments
P1.1.1.4	<p>Ensure compliance with Tree Management Policy.</p> <p>Responsible Officer: Director Operations</p>		<p>Councils Tree Management Policy continued to be implemented for both internal and external customers. Council received 4733 requests for tree works for the year, 1237 requests for tree works approval on private land and 3,496 requests for tree works on Council land, of which, 1165 requests were for fallen trees or branches. \$16,200 has been generated in revenue from fines for unauthorised tree works. Staff have been involved in the inspection and assessment of vegetation on all project sites to ensure appropriate trees are protected for the duration of the project.</p> <p>Reason Higher than normal unplanned leave and staff vacancies.</p> <p>Remedial Action Recruitment plan to be implemented in new financial year.</p>

Operational Plan Tasks


Code	Description	Progress	Comments
P1.1.1.4.1	<p>Implement the Tree Preservation Order and report on response times against targets for Tree Preservation Order requests.</p> <p>Responsible Officer: Manager Open Space Operations</p>		<p>Council received 878 applications for tree works on private land to the end of June. Of these 758 have been completed and 120 have yet to be finalised. Timeframes for completion were met for the reporting period. A total of \$14,528 worth of infringements were received for illegal works to the end of June.</p> <p>Reason Timeframes for tree assessments were met, infringement targets not met due to restrictions in the SEPP that have now been remedied by OEH.</p> <p>Remedial Action Amendments to SEPP will alleviate reduced number of infringements issued.</p>



Term Achievement

Code	Description	Progress	Stakeholders	Council Role
P1.1.2	Strategies, plans and processes are in place to protect and enhance Ku-ring-gai's unique landscape character. <i>Responsible Officer: Director Strategy & Environment</i>	 Substantially completed	Department of Planning and Environment, Local Community Groups, Residents	Deliver, Lead
<p>Comments</p> <p>This Term Achievement has been substantially completed with regard to the development and implementation of strategies, plans and processes to protect and enhance Ku-ring-gai's unique landscape character.</p> <p>Key achievements are the contemporary controls contained in Council's new Development Control Plans which are monitored for consistency with Council's policies and planning documents to protect and enhance Ku-ring-gai's unique landscape character.</p> <p>Delays in the progression of this Term Achievement were due to the postponement of Council's No Net Loss Policy as a result of the current NSW land management and biodiversity conservation reforms. Development of the No Net Loss Policy has been rescheduled and included in Council's adopted 2018 – 2019 Operational Plan.</p>				




Critical Action

Code	Description	Progress	Comments
P1.1.2.1	Improve and implement strategies, plans and processes to protect and enhance Ku-ring-gai's unique landscape character. <i>Responsible Officer: Director Strategy & Environment</i>	 83%	<p>Staff continue to review landscaping provisions in Council's planning policies including monitoring issues raised in recent Land and Environment Court cases.</p> <p>Work has continued on the review of the tree preservation provisions to ensure they satisfy the requirements of Vegetation in Non-Rural Areas (Vegetation SEPP) 2017 which commenced in August 2017.</p> <p>In light of the commencement of the Biodiversity Conservation Act in August 2017, staff have been focusing on updating Council's environmental assessment processes to meet the requirements of the new Biodiversity Offset Scheme (triggered through the new Act), and on the creation of a Ku-ring-gai Offset Code of Practice, which will provide a standardised and transparent framework for offsetting biodiversity impacts from Council works in accordance with the new Act, including on-going monitoring and management. The Ku-ring-gai Offset Code of Practice is currently being trialled internally and will be reported to Council in 2018/19.</p> <p>Significant legislative changes this year have led to increased workloads for staff. Staff will continue to progress the Biodiversity Offset Code of Practice.</p> <p>Reason</p> <p>Significant legislative changes this year have led to increased workloads for staff. Staff will continue to progress the Biodiversity Offset Code of Practice.</p>



	Remedial Action	<p>The Ku-ring-gai Offset Code of Practice will be reported to Council in 2018/19. A task has been included in Council's 2018/19 Operational Plan for the implementation of the Code of Practice, subject to its adoption by Council.</p>
Challenges		
Significant Biodiversity legislative changes this year have led to increased workloads for staff.		

Operational Plan Tasks

Code	Description	Progress	Comments
P1.1.2.1.1	<p>Continue to review existing strategies and plans.</p> <p>Responsible Officer: <i>Manager Urban Planning</i></p>	 100%	<p>Staff continue to review landscaping provisions in Council's planning policies including monitoring issues raised in recent Land and Environment Court cases.</p> <p>Work has continued on the review of the tree preservation provisions to ensure they satisfy the requirements of Vegetation in Non-Rural Areas (Vegetation SEPP) 2017 which commenced in August 2017.</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: <i>Manager Development Assessment Services</i></p>	 100%	<p>All applications are assessed to ensure that Ku-ring-gai's unique landscape character is protected and enhanced, consistent State Government and Council's policies and statutory planning documents.</p>
P1.1.2.1.3	<p>Finalise and implement a no net loss policy.</p> <p>Responsible Officer: <i>Manager Environment & Sustainability</i></p>	 50%	<p>In light of the commencement of the Biodiversity Conservation Act in August 2017, staff have been focusing on updating Council's environmental assessment processes to meet the requirements of the new Biodiversity Offset Scheme (triggered through the new Act), and on the creation of a Ku-ring-gai Offset Code of Practice, which will provide a standardised and transparent framework for offsetting biodiversity impacts from Council works in accordance with the new Act, including on-going monitoring and management. The Ku-ring-gai Offset Code of Practice is currently being trialled internally and will be reported to Council in 2018/19.</p> <p>Reason</p> <p>Significant legislative changes this year have led to increased workloads for staff. Staff will continue to progress the Biodiversity Offset Code of Practice.</p> <p>Remedial Action</p> <p>The Ku-ring-gai Offset Code of Practice will be reported to Council in 2018/19. A task has been included in Council's 2018/19 Operational Plan (N2.1.1.6) for the implementation of the Code of Practice, subject to its adoption by Council.</p>



Term Achievement

Code	Description	Progress	Stakeholders	Council Role
P1.1.3	Place making programs are being implemented for selected Council owned areas.	<input checked="" type="checkbox"/>	Department of Planning and Environment, Local Community Groups, Residents	Deliver, Lead
Responsible Officer: <i>Director Strategy & Environment</i>				
Comments				
Place making programs were implemented for neighbourhood centre upgrades at the East Lindfield Shopping Centre and The Mall Shops at Warrimoo Avenue St Ives. In accordance with the adopted program concept development is now underway for the Babbage Rd Shops at Roseville Chase.				

Critical Action

Code	Description	Progress	Comments
P1.1.3.1	Undertake a coordinated program of beautification and revitalisation.	<input checked="" type="checkbox"/> 100%	Place making programs were implemented for neighbourhood centre upgrades at the East Lindfield Shopping Centre and The Mall Shops at Warrimoo Avenue St Ives. In accordance with the adopted program concept development is now underway for the Babbage Rd Shops at Roseville Chase.
Responsible Officer: <i>Director Strategy & Environment</i>			
Key Achievements			
Completion of East Lindfield Shopping Centre and The Mall Shops at Warrimoo Avenue St Ives.			

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.	<input checked="" type="checkbox"/> 100%	Following stakeholder consultation neighbourhood centre upgrades have been completed at the East Lindfield Shopping Centre and The Mall Shops at Warrimoo Avenue St Ives.
Responsible Officer: <i>Director Strategy & Environment</i>			
In accordance with the adopted program concept development is now underway for the Babbage Rd Shops at Roseville Chase.			



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

Code	Description	Progress	Stakeholders	Council Role
P2.1.1	Land use strategies, plans and processes are in place to effectively manage the impact of new development <i>Responsible Officer: Director Strategy & Environment</i>	<input checked="" type="checkbox"/>	Department of Planning and Environment, Local Community Groups, Residents	Deliver, Advocate, Lead
Comments				
Contemporary land use strategies, plans and processes were put in place to effectively manage the impact of new development in Ku-ring-gai. A series of planning proposals (both Council and private) have been progressed to manage urban change. Council has made several submissions on State Government planning reforms to effectively manage the processes and 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.	<input checked="" type="checkbox"/> 100%	A series of planning proposals (both Council and private) have been progressed to manage urban change. Council has made several submissions on State Government planning reforms to effectively manage the processes and impact of new development.
Key Achievements			
Council has made several submissions on State Government planning reforms and participated in the metropolitan and district planning processes to effectively manage the processes and impact of new development.			

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>	<input checked="" type="checkbox"/> 100%	Amendments to the EP&A Act commenced on 1 March 2018. With most of the changes coming into effect from this date changes have been required to be made to many of Council's forms and 149 certificates to reflect the new numbering of the Act. Others will take longer to come into effect and will require further implementation actions down the track. The new Low Rise Medium Density Housing Code was made in April 2018, to come into effect on 5 July 2018. A detailed submission which raised a number of concerns with this policy had previously been prepared and submitted to the State Government.



P2.1.1.1.2	Implement and monitor the Local Environmental Plans and supporting Development Control Plans. Responsible Officer: <i>Manager Urban Planning</i>	<input checked="" type="checkbox"/> 100%	Work is progressing on the consolidation of the Ku-ring-gai Local Environmental Plan 2015 and Ku-ring-gai Local Environmental Plan (local centres) 2012 and the associated merging of the Development Control Plan. The Deferred Areas plan was made by DP&E on 19/01/2018 and came into effect on 02/02/2018. Amendments to the DCP required to implement the greenweb for the deferred areas also came into effect on this day. A planning proposal was received for 95-97 Stanhope Road Killara (Lourdes Retirement Village). This was reported to Council for refusal on 22 May 2018 A planning proposal for the Killara Golf Course deferred area was placed on public exhibition from 3 May to 31 May 2018
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Term Achievement

Code	Description	Progress	Stakeholders	Council Role
P2.1.2	Community confidence has continued in our assessment, regulatory and environmental processes.	<input checked="" type="checkbox"/>	Department of Planning and Environment, Local Community Groups, Residents	Deliver, Regulate
Comments Council's assessment, regulatory and environmental processes continued to be reviewed against Council's adopted policies and plans to ensure they are consistent with the outcomes that Council's plans seek to achieve. All assessment, regulatory and environmental processes achieved set statutory and community outcomes during the period.				

Critical Action

Code	Description	Progress	Comments
P2.1.2.1	Applications are assessed in accordance with State and local plans.	<input checked="" type="checkbox"/> 100%	All applications are processed efficiently and assessed by experienced professional staff and peer reviewed by senior officers to ensure improved environmental outcomes are achieved.
Challenges * Council implemented a new Local Planning Panel (also known as Independent Hearing and Assessment Panel) in accordance with changes to the EPA Act and has ensured the required governance framework of these meetings, including the development of a compliant Code of Meeting Practice and procedures.			



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. Responsible Officer: Director Development & Regulation	<input checked="" type="checkbox"/> 100%	All assessment reports are assessed by experienced officers and peer reviewed by senior staff to ensure Council's statutory obligations are met.
P2.1.2.1.2	Manage the number of outstanding applications. Responsible Officer: Director Development & Regulation	<input checked="" type="checkbox"/> 100%	The progress of applications is continuously monitored to ensure they are efficiently processed with no unjustifiable delays.
P2.1.2.1.3	Determine applications in an effective and efficient manner and within agreed timeframes. Responsible Officer: Director Development & Regulation	<input checked="" type="checkbox"/> 100%	Applications are monitored and resources are allocated to ensure agreed determination time frames are met.

Critical Action

Code	Description	Progress	Comments
P2.1.2.2	Provide Regulatory Services consistent with State and local controls. Responsible Officer: Director Development & Regulation	<input checked="" type="checkbox"/> 100%	Development work in Ku-ring-gai area has generally been in accordance with approvals during the period. Non-compliance is attended to in accordance with Council's adopted Compliance Policy.

Operational Plan Tasks

Code	Description	Progress	Comments
P2.1.2.2.1	Regulatory action is undertaken in accordance with Council's Compliance Policy. Responsible Officer: Manager Compliance & Regulation	<input checked="" type="checkbox"/> 100%	Regulatory action was undertaken in accordance with Council's Compliance Policy and relevant State and local controls. During the reporting period Council Rangers issued 34 penalty notices for breach of approval offences equating to \$207,000. Council officers have determined all Section 68 applications in relation tower cranes, goods on footpaths, charity clothing bins and pumping across footpaths in accordance with local policies and State legislation.



Issue: Quality Urban Design and Development

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
P3.1.1	A high standard of design quality and building environmental performance is achieved in new development.	<input checked="" type="checkbox"/>	Department of Planning and Environment, Local Community Groups, Residents	Deliver, Advocate, Lead, Regulate
Responsible Officer: Director Strategy & Environment				
Comments				
Council continued to promote a high standard of design quality and building environmental performance in new development through planning controls and guidelines in LEP's and DCP's. Other innovative initiatives include Council's Smart Homes program which aims to encourage a greater uptake of sustainability design principles into residential development applications and The Ku-ring-gai Architecture and Urban Design Awards also provided a mechanism for Council to celebrate excellence in architecture and urban design and promote the professionals responsible for its delivery.				

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.	<input checked="" type="checkbox"/> 100%	Council's Planning controls (Local Environmental Plan, Development Control Plans and Masterplans), are regularly reviewed to facilitate quality urban design outcomes.
Responsible Officer: Director Strategy & Environment			
Key Achievements			
A high standard of design quality and building environmental performance is achieved in new development.			

Operational Plan Tasks

Code	Description	Progress	Comments
P3.1.1.1.1	Monitor, promote and review design quality standards in Council's Local Environmental Plans and Development Control Plans.	<input checked="" type="checkbox"/> 100%	Staff continue to monitor and review design related controls in Council's Local Environmental Plans and Development Control Plans including reviewing issues raised in recent Land and Environment Court cases and researching examples of best planning practise with regard to design outcomes.
P3.1.1.1.2	Responsible Officer: Manager Urban Planning Provide strategic advice on Development Applications (DAs) and pre-DAs.	<input checked="" type="checkbox"/>	Councils Urban Planning staff have provided strategic planning and urban design advice on a range of Development Applications (DAs) and pre-DAs for



	Responsible Officer: <i>Manager Urban Planning</i>	100%	key sites within the local centres and other major development sites.
P3.1.1.1.3	Design outcomes are assessed against the objectives of adopted Local Environmental Plans and Development Control Plans. Responsible Officer: <i>Director Development & Regulation</i>	100% ✓	Council assessment officers and where appropriate Urban design professionals, are engaged to ensure design outcomes meet the objectives of State Environmental Planning Policies, the Local Environmental Plan and Development Control Plan.

Critical Action

Code	Description	Progress	Comments
P3.1.1.2	Council progressively encourages sustainability design principles into the development application process. Responsible Officer: <i>Director Strategy & Environment</i>	100% ✓	A combination of online resources, community events and a rebate scheme to encourage residents to use sustainability assessors to review home building plans, through Council's Smart Homes program, aims to facilitate a greater uptake of sustainability design principles into residential development applications.

Operational Plan Tasks

Code	Description	Progress	Comments
P3.1.1.2.1	Deliver the Smart Homes program. Responsible Officer: <i>Manager Environment & Sustainability</i>	100% ✓	Council's Smart Homes suite of web pages are continually reviewed and updated and provide an ongoing resource for the community to access information on sustainable building design. Council continued to participate in the Office of Environment and Heritage (OEH) Working Committee on Local Government Sustainable Housing.

Critical Action

Code	Description	Progress	Comments
P3.1.1.3	Design quality and sustainable design is promoted through events or other activities. Responsible Officer: <i>Director Strategy & Environment</i>	100% ✓	Council's annual sustainable design workshop for residents, this year themed 'Your Dream Home', promotes sustainable building design and construction.

Operational Plan Tasks


Code	Description	Progress	Comments
P3.1.1.3.1	Implement a design quality and sustainable design event program. Responsible Officer: <i>Manager Environment & Sustainability</i>	<input checked="" type="checkbox"/> 100%	A sustainable building and design event, 'Your Dream Home', was held in March, successfully bringing together 45 residents to listen to experts in sustainable building design and construction, renewable energy and NATHERS home ratings, with two residents also providing case study presentations. The event was well-received, replacing the previously held 'Sustainability Speed Dating' event and provided Council staff with an opportunity to meaningfully engage with residents.



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

Code	Description	Progress	Stakeholders	Council Role
P4.1.1	Plans to revitalise local centres are being progressively implemented and achieve quality design outcomes in collaboration with key agencies, landholders and the community. <i>Responsible Officer: Director Strategy & Environment</i>	 Substantially completed	Chambers of Commerce, Local Business Associations, Business and Land Owners, Developers, Community Groups, Residents, Government Agencies, Utilities	Facilitate, Deliver, Lead

Comments

This Term Achievement has been substantially completed with the development of plans to revitalise local centres being significantly progressed over the four year period to achieve quality design outcomes in collaboration with key stakeholders. Delays in the progression of this Term Achievement were due to the extensive nature of the review required for a revised Outdoor Dining Policy and Footpath Trading Guidelines.


Critical Action

Code	Description	Progress	Comments
P4.1.1.1	Council proactively works with owners, developers and agencies of the local centres to achieve quality design outcomes. (e.g. through voluntary planning agreements, education)	 95%	Plans to revitalise local centres are being progressively implemented and achieve quality design outcomes in collaboration with key state agencies, key landholders and the community- through the higher level master planning, Urban design and planning and specific comment on Planning Proposals and significant Development Applications within the Local Centres and a number of voluntary planning agreements to deliver local infrastructure.


Key Achievements

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


Operational Plan Tasks

Code	Description	Progress	Comments
P4.1.1.1.1	Continue to implement a place management approach and innovative engagement practices to coordinate works and achieve quality outcomes for improvements in local centres. <i>Responsible Officer: Manager Urban Planning</i>	 100%	Extensive and detailed engagement has been undertaken and is ongoing with the Roads and Maritime Service to finalise the Lindfield Traffic Management Plan. Regular contact has also been maintained with Transport for NSW in relation to the Lindfield Major Projects and Turramurra Traffic Management Plan.





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>90%</p>	<p>The internal working group with staff from Urban and Heritage Planning, Strategic Projects, Engineering Operations, Regulation and Compliance, Community Development and Corporate Risk has continued to progress the review the policy. A risk assessment has been completed to inform the draft policy and establish appropriate controls and guidelines for outdoor dining and sale of goods on footpaths.</p> <p>As part of the review process, an analysis and comparison of other Local Council outdoor dining and footpath trading policies was undertaken. This included City of Sydney, Adelaide, Ryde, Canada Bay, Mosman, Willoughby, Randwick and Hornsby as well as the NSW Small Business Commissioner Outdoor Dining Trial Policy and Guidelines.</p> <p>Council staff also undertook inspections of footpaths which currently have outdoor dining and footpath trading approvals in the town and neighbourhood centres.</p> <p>Reason</p> <p>The extensive nature of the review caused delay in finalising and reporting on the draft revised policy.</p> <p>Remedial Action</p> <p>The Draft revised policy was reported to Council on 24 July 2018 seeking endorsement for public exhibition. At that meeting Council resolved to receive and note the draft revised Outdoor Dining Policy and draft Outdoor Dining and Footpath Trading Guidelines and that they not be placed on public exhibition.</p>
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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>98%</p>	<p>The Major Project Steering Committee has recommended that a proposal be put to Council to prepare a detailed business case for the Turramurra Community Hub Project, the next step in the procurement process for this Project.</p> <p>A review of the Community Facilities Strategy has also been commissioned as part of the broader Strategic Local centres work including Turramurra local centre.</p>
Key Achievements			
The Master Plan for the Activate Turramurra Project and surrounding precincts is being implemented.			



Operational Plan Tasks


Code	Description	Progress	Comments
P4.1.1.2.1	Progress delivery of the Turrumurra Community Hub. Responsible Officer: Management Consultant	 100%	The Major Project Steering Committee has recommended that a proposal be put to Council to prepare a detailed business case for the Turrumurra Community Hub Project, the next step in the procurement process for this Project.
P4.1.1.2.2	Continue to engage with key stakeholders to identify the requirements for new community facilities and infrastructure. Responsible Officer: Manager Urban Planning	 95%	During the reporting period consultants were engaged to undertake a review of Council's draft Community Facilities Strategy, 2014. The Discussion paper was completed in March, 2018 and presented to Council's executive on 6 April 2018. Over the same period staff undertook a desktop audit of all Council's community facilities to determine utilisation rates and operational costs and income. The review is necessary given Council's commitment to providing new community hubs within the major projects. Over 50 facilities have been considered including whether they are currently leased, casual hire or operated by Council. GMD were briefed on the audit and a half day workshop was held with GMD to review the findings. The findings and recommendations will be reported to Council along with an updated Community Facilities Strategy for Council adoption. The Turrumurra Community Hub Master Plan has been handed over to the new Major Projects Group for delivery.

Term Achievement



Code	Description	Progress	Stakeholders	Council Role
P4.1.2	Planning opportunities are investigated for the revitalisation of the St Ives Centre and surrounding precincts in collaboration with owners, developers, government agencies and local residents. Responsible Officer: Director Strategy & Environment		Chambers of Commerce, Local Business Associations, Business and Land Owners, Developers, Community Groups, Residents, Government Agencies, Utilities	Facilitate, Lead
Comments				
Available opportunities were progressed for the revitalisation and master planning of Ku-ring-gai local centres in collaboration with owners, developers, government agencies and local residents.				



Critical Action

Code	Description	Progress	Comments
P4.1.2.1	Investigate a master planning process for the St Ives and surrounding precincts. Responsible Officer: Director Strategy & Environment		<p>Opportunities for the revitalisation and master planning of Ku-ring-gai local centres in collaboration with owners, developers, government agencies and local residents, is underway and the processes and plans can be adapted for the revitalisation St Ives Local Centre into the future.</p> <p>Reclassification of 176 Mona Vale Road, St Ives Carpark submitted March 2018 is awaiting gazettal from Department of Planning. Review of a formal planning proposal from the owners of the St Ives Shopping Village remains on hold.</p> <p>Reason This Critical Action remained on hold during 2017/18 as no formal planning proposal was submitted.</p> <p>Remedial Action Any further action can be reviewed by Council subject to receiving a formal planning proposal from the owners of the St Ives Shopping Village.</p>
Key Achievements			
Opportunities for the revitalisation and master planning of Ku-ring-gai local centres in collaboration with owners, developers, government agencies and local residents, is underway and the processes and plans can be adapted for the revitalisation St Ives local centre into the future.			


Operational Plan Tasks

Code	Description	Progress	Comments
P4.1.2.1.1	Review a formal planning proposal from the owners of the St Ives Shopping Village when received. Responsible Officer: Manager Urban Planning	 0%	<p>At the Ordinary Meeting of Council held 27 February 2018 Council resolved to leave this Task on hold for the 2017/2018 Operational Plan until the owners of the St Ives Shopping Village submit a formal planning proposal to Council.</p> <p>Reason This task remained on hold during 2017-2018 and for the duration of this Delivery Program 2013-2018 with no formal planning proposal being submitted.</p> <p>Remedial Action Any further action can be reviewed by Council subject to receiving a formal planning proposal from the owners of the St Ives Shopping Village.</p>
P4.1.2.1.2	Commence preparation of background studies for master planning of St Ives Local Centre. Responsible Officer: Manager Urban Planning	 95%	<p>A Planning Proposal was prepared for the reclassification of 176 Mona Vale Road, St Ives and a gateway issued by the Department of Planning and Environment for exhibition which commenced mid October 2017. A Public hearing was held in late 2017. A chairperson's report was subsequently completed and reported to Council on 6 February 2018. Council adopted the</p>




		recommendation to proceed with reclassification and the plan is currently with the Department of Planning and Environment waiting to be made.
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Term Achievement

Code	Description	Progress	Stakeholders	Council Role
P4.1.3	An improvement plan for Gordon Centre is being progressively implemented in collaboration with owners, businesses and state agencies. Responsible Officer: <i>Director Strategy & Environment</i>	 Not completed	Chambers of Commerce, Local Business Associations, Business and Land Owners, Developers, Community Groups, Residents, Government Agencies, Utilities	Facilitate, Deliver, Lead
Comments This project has been placed on hold by Council at its meeting of 10 April 2018.				

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. Responsible Officer: <i>Director Strategy & Environment</i>	 0%	This project has been placed on hold by Council resolution. Reason Council resolved via a Notice of motion to place this project on hold (Council resolution NM.1 dated 10 April 2018). Remedial Action Staff will establish a Gordon Public Realm Reference Committee as per Council resolution. On the 26th June 2018 a report was presented to Council recommending Terms of Reference for the Committee. The Terms were reviewed by Council with further reporting required.
Challenges Project on hold			

Operational Plan Tasks

Code	Description	Progress	Comments
P4.1.3.1.1	Progress preparation of a master plan for the civic/cultural hub in Gordon. Responsible Officer: <i>Manager Urban Planning</i>	 0%	This project has been placed on hold by Council resolution. Reason Council resolved via a Notice of motion to place this project on hold (Council resolution NM.1 dated 10 April 2018).




		<p>Remedial Action</p> <p>Staff will establish a Gordon Public Realm Reference Committee as per Council resolution. On the 26th June 2018 a report was presented to Council recommending Terms of Reference for the Committee. The Terms were reviewed by Council with further reporting required.</p>

Term Achievement




Code	Description	Progress	Stakeholders	Council Role
P4.1.4	An improvement plan for Lindfield Centre is being progressively implemented in collaboration with owners, businesses and state agencies. <i>Responsible Officer: Director Strategy & Environment</i>	✓	Chambers of Commerce, Local Business Associations, Business and Land Owners, Developers, Community Groups, Residents, Government Agencies, Utilities	Facilitate, Deliver, Lead
Comments				
Plans for Lindfield Centre are 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>	 87%	<p>Council has resolved to pursue an Expression of Interest (EOI) from the market in or around October 2018, for the development of the Lindfield Village Hub.</p> <p>Council resolved to lodge a S96 amendment to the approved design providing an additional basement level of parking for the Lindfield Village Green. This in effect put the progression to Construction Certificate and construction on hold.</p> <p>The Development Application for the Lindfield Living site (Library site) is subject to feedback from Councillors, following which the DA will be lodged.</p> <p>Reason</p> <p>Design amendments required additional time to progress applications.</p> <p>Remedial Action</p> <p>Additional reports and approvals to be progressed.</p>
Challenges			
An improvement plan for Lindfield Centre is being progressively implemented in collaboration with owners, businesses and state agencies.			



Operational Plan Tasks

Code	Description	Progress	Comments
P4.1.4.1.1	Progress delivery of the Lindfield Community Hub. Responsible Officer: <i>Management Consultant</i>	 100%	The Council has resolved to pursue an Expression of Interest (EOI) from the market in or around October 2018, for the development of the Lindfield Village Hub.
P4.1.4.1.2	Progress delivery of the Lindfield Village Green. Responsible Officer: <i>Manager Strategic Projects</i>	 80%	The Section 96 amendment lodged on 28 March 2018 as per the Council resolution is scheduled for determination. Reason Council resolved to lodge a S96 amendment to the approved design providing an additional basement level of parking. This required further design investigations and in effect put the progression to Construction Certificate and construction on hold. Remedial Action Upon the determination of the S96 modification application the project can continue.
P4.1.4.1.3	Prepare a Development Application (DA) for the Council owned land at 259-271 Pacific Highway, Gordon (known as the Lindfield Library site) consistent with Council's adopted master plan and lodge the DA with Council. Responsible Officer: <i>Manager Strategic Projects</i>	 80%	Following the completion of the Phase 1 'Pre-design services report' the preparation of the Development Application has been substantially advanced. A Councilor presentation is scheduled for 31 July prior to lodgement. Reason The task has been substantially progressed with the next stage including Council's review prior to a Development Application being lodged. Remedial Action Subject to Council's review the Development Application will be lodged.



Issue: Heritage that is Protected and Responsibly Managed

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
P5.1.1	Strategies, plans and processes are in place to effectively protect and preserve Ku-ring-gai's heritage assets. <i>Responsible Officer: Director Strategy & Environment</i>	<input checked="" type="checkbox"/>	Ku-ring-gai Historical Society, NSW Office of Environment and Heritage, Department of Planning and Environment, NSW Aboriginal Land Council, Northern Sydney Aboriginal Heritage Office, Community Groups	Deliver, Lead, Regulate
Comments				
Over the Delivery Program period new heritage controls and provisions were included in Council's major local environmental plans and development control plans. Planning proposals were also completed for new heritage conservation areas and heritage items. Submissions were made on several NSW Planning Reforms and the Draft North District Plan, including the need to further recognise and strengthen the role of Ku-ring-gai's unique heritage in the region. Consideration of Aboriginal heritage sites continued and is part of Council's standard environmental assessment process.				

Critical Action

Code	Description	Progress	Comments
P5.1.1.1	Implement, monitor and review Ku-ring-gai's heritage planning provisions.	<input checked="" type="checkbox"/> 100%	Heritage Items and Heritage Conservation Areas continue to be reviewed and updated. Council's Planning Controls are being implemented and monitored to promote sympathetic development whilst protecting Ku-ring-gai's heritage.
Key Achievements			
<i>Responsible Officer: Director Strategy & Environment</i>			
Council has exhibited and consulted on additional heritage items and Heritage conservation areas for Ku-ring-gai.			

Operational Plan Tasks

Code	Description	Progress	Comments
P5.1.1.1.1	Monitor, identify and respond to gaps in existing heritage strategies, development control plans and local environmental plans. <i>Responsible Officer: Manager Urban Planning</i>	<input checked="" type="checkbox"/> 100%	The proposed Heritage Conservation Areas in Wahroonga, Turramurra, Pymble and Gordon were publicly exhibited with submissions assessed and reported to Council in May 2018. A planning proposal for 69 Kissing Point Road Turramurra has been prepared and forwarded to the Department for a Gateway Determination.



P5.1.1.1.2	Protection of heritage through the development assessment process is consistent with State and local government controls. Responsible Officer: Manager Development Assessment Services	<input checked="" type="checkbox"/> 100%	Council's heritage advisers review all relevant applications before determination to ensure that proposals are appropriately designed and that consent conditions are included where required.
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Critical Action

Code	Description	Progress	Comments
P5.1.1.2	Protect and effectively manage Ku-ring-gai's Aboriginal heritage assets in conjunction with the Aboriginal Heritage Office. Responsible Officer: Director Strategy & Environment	<input checked="" type="checkbox"/> 100%	Council implements a sensitive data access procedure, facilitates Aboriginal heritage training and regularly updates its Aboriginal site card information to effectively manage Ku-ring-gai's Aboriginal heritage assets.

Operational Plan Tasks


Code	Description	Progress	Comments
P5.1.1.2.1	Deliver management actions and training to protect and manage Aboriginal heritage. Responsible Officer: Manager Environment & Sustainability	<input checked="" type="checkbox"/> 100%	Consideration of Aboriginal heritage sites continue to form part of Council's standard environmental assessment process, with the Aboriginal Heritage Office providing advice and Aboriginal heritage due diligence reports, where required. A total of 10 staff received Aboriginal heritage training between January and June 2018.

Term Achievement


Code	Description	Progress	Stakeholders	Council Role
P5.1.2	Conservation Management Plans are in place and being implemented for the cultural and heritage assets of the area to ensure their long term viability. Responsible Officer: Director Strategy & Environment	Not completed	Ku-ring-gai Historical Society, NSW Office of Environment and Heritage, Department of Planning and Environment, NSW Aboriginal Land Council, Northern Sydney Aboriginal Heritage Office, Community Groups	Deliver, Lead
Comments				
Limited progress was made to this Term Achievement due to limited heritage staff resources and funding opportunities. As part of Council's assets management process Council owned sites and buildings will be identified within the masterplanned local centres and assessed for their suitability for a Conservation Management Plan for their protection, promotion and management.				



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: Director Strategy & Environment</p>	 0%	<p>Progress on this Critical Action has been limited.</p> <p>Reason Limited progress has been made on this Critical Action due to heritage staff resources being allocated to other strategic heritage planning priorities and limited funding sources.</p> <p>Remedial Action As part of Council's assets management process Council owned sites and buildings will be identified within the masterplanned local centres and assessed for their suitability for a Conservation Management Plan for their protection, promotion and management.</p>
Challenges			
Identifying suitable funding sources and Council owned site for a potential CMP and implementation program.			

Operational Plan Tasks

Code	Description	Progress	Comments
P5.1.2.1.1	<p>Prepare heritage conservation management plans as per priority list.</p> <p>Responsible Officer: Manager Urban Planning</p>	 0%	<p>Progress of this task has been limited.</p> <p>Reason Limited progress has been made on this task due to limited resources and funding sources.</p> <p>Remedial Action As part of Council's assets management process Council owned sites and buildings will be identified within the master planned local centres and assessed for their suitability for a Conservation Management Plan for their protection, promotion and management.</p>



Term Achievement

Code	Description	Progress	Stakeholders	Council Role
P5.1.3	Local, Aboriginal and cultural history is recognised and promoted. <i>Responsible Officer: Director Community</i>	<input checked="" type="checkbox"/>	Ku-ring-gai Historical Society, NSW Office of Environment and Heritage, Department of Planning and Environment, NSW Aboriginal Land Council, Northern Sydney Aboriginal Heritage Office, Community Groups	Facilitate, Deliver
Comments				
Cultural programs are delivered at the St Ives Precinct to promote local aboriginal heritage and planning has commenced for the Guringai Festival and NAIDOC week				

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>	<input checked="" type="checkbox"/> 100%	Ku-ring-gai's heritage is protected, promoted and responsibly managed through the Council's Planning controls, Heritage Reference Committee and programs such as the heritage home maintenance grants program.
Key Achievements			
Council and the Heritage Reference Committee have promoted Ku-ring-gai's heritage in particular through the popular Heritage Home Grant program.			

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>	<input checked="" type="checkbox"/> 100%	Heritage Home grants promoted and assessed via Councils heritage committee.



Critical Action

Code	Description	Progress	Comments
P5.1.3.2	Local Aboriginal history is recognised and promoted. <i>Responsible Officer: Director Community</i>	<input checked="" type="checkbox"/> 100%	At the St Ives Precinct, our rangers worked with other local councils to run a series of events as part of the Guringai Festival 2017. During NAIDOC week in July 2017, the Wildflower Garden ran three Bush Kids School Holiday activities with the aboriginal service provider Walangari Kamtawarra, which were all booked out. Planning and bookings for the annual NAIDOC week events were completed for the July 2018 school holiday program. Five events have been planned: a campfire & bush cooking workshop, two Dreaming Stories activities, and two Bush Tucker & Dot Painting activities. These have been marketed and advertised as part of our Winter School Holiday Program. The Tourism Destination Management Plan 2017 – 2020 recommended joint Aboriginal and Heritage walks into the Ku-ring-gai Chase National Park from St Ives Showground in conjunction with National Parks and Wildlife. Discussions have taken place with National Parks and will continue.
Key Achievements			
For NAIDOC week in July 2017, our three Bush Kids School Holiday activities with the aboriginal service provider Walangari Kamtawarra were all fully subscribed.			

Operational Plan Tasks

Code	Description	Progress	Comments
P5.1.3.2.1	Deliver Aboriginal cultural activities at the St Ives Precinct. <i>Responsible Officer: Manager Community & Recreation Services</i>	<input checked="" type="checkbox"/> 100%	Planning and bookings for the annual NAIDOC week events were completed for the July 2018 school holiday program. Five events have been planned: a campfire & bush cooking workshop, two Dreaming Stories activities, and two Bush Tucker & Dot Painting activities. These have been marketed and advertised as part of our Winter School Holiday Program.



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

Code	Description	Progress	Stakeholders	Council Role
P6.1.1	Partnerships are established with community groups and organisations to optimise the availability and use of sporting, recreation and leisure facilities.	<input checked="" type="checkbox"/>	Local Clubs - Groups and Organisations, NSW Sport and Recreation	Facilitate, Deliver, Lead
Responsible Officer: <i>Director Strategy & Environment</i>				

Comments

Council continued to work closely with sporting organisations and clubs, user groups and residents to upgrade and build sustainable sports grounds, netball, tennis and multi-sport courts, clubhouse facilities and other recreational facilities and amenities to provide for the needs of the population into the future. Where possible Council has staged upgrades over a number of years to maximize availability of the facility to users. Many of these works require extended planning and are subject to available funding. Council continued to facilitate improving facilities through direct funding and construction or funding through a combination of government grants and/or contributions from local organisations.

Critical Action

Code	Description	Progress	Comments
P6.1.1.1	Engage with community partners to improve Councils sporting and recreational facilities.	<input checked="" type="checkbox"/> 100%	During the period Council continued to engage with associations and local sporting users to achieve improvements to local sporting and recreational facilities. Council has also had significant growth in the capacity of sporting facilities with the North Turramurra Recreation Area fields now in full use.
Responsible Officer: <i>Director Strategy & Environment</i>			

Key Achievements

Highlights include:

- * Winner of the 2018 Local Government Excellence Award for the North Turramurra Recreation Area in the Asset Management and Infrastructure Initiatives Projects category which recognises "initiatives that maximise benefits to the community and showcase projects that develop and manage community assets".
- * NTRA synthetic fields continues to get high usage with approx. 45hours per week in summer and 55hrs per week in winter from schools, sporting clubs and community groups
- * NTRA (two turf fields) have been heavily booked by NSFA Soccer this winter period due to the car park now being completed and the turf has been given time to grow during the summer period.
- The Ku-ring-gai Council forum was held in May with 40 representatives from sports attending The night featured guest speak David Cushway from the Office of Sport to discuss the new Active Kids government program.
- * The NSROC regional strategy for the future of sports field capacity was released.
- * A total of 40 representatives from local sporting clubs, schools and state sport organisations attended the forum which concluded with an open discussion with Council staff which was interactive and engaging.
- * Negotiations and concept designs for a joint use indoor sports facility at St Ives High School are continuing.



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>	<input checked="" type="checkbox"/> 100%	<p>Council has continued the partnership with Lindfield District Cricket Club to upgrade the existing cricket nets at Lindfield Soldiers Memorial Park, Lindfield. Council has finalised design for a three net and four net option and gained environmental approvals for the project. Structural plans from the club have been completed. Council are finalising funding so the tender process can commence.</p> <p>Council has completed a feasibility study for the Browns Waterhole Track in South Turramurra in June 2018. The successful grant of \$20,000 from the Metro Greenspace Program has provided 50% contribution towards this study.</p> <p>Council's application was successful for 2017 Community Building Partnership Program of \$30,000 towards the Lindfield Soldiers Memorial Park Playground, Lindfield. Works for this project will commence in 2019.</p> <p>Council has applied for \$300,000 from the State Government's Infrastructure Grant to contribute towards the synthetic field upgrade at Norman Griffiths Oval, West Pymble.</p> <p>Council's application was successful for 2017 Stronger Communities Programme - Round 3 of \$20,000 to convert existing tennis courts into dual usage court for netball and basketball. Consultation has been completed and a report has been prepared for Council on 24 July 2018. If adopted, Council will utilise \$20,000 towards this project.</p> <p>Council has applied for the Football NSW's 'Let's Light Up Football' grant for \$20,000 to assist with the floodlighting upgrade at Primula Oval, West Lindfield.</p> <p>Construction has been completed at Princess Anne Arena - accessible toilet and access path which is in partnership with the Northside Riding Club and grant funding.</p> <p>Council is in negotiation with Roseville Junior Cricket Club and Cricket NSW to co-contribute towards the capital renewal of the two practise cricket nets at Roseville Park. The club has received \$15,000 via the Local Sport Grant Program, with a further \$18,000 from the club/association and \$27,000 from Cricket NSW. Council has submitted an application for \$65,000 from the NSW ICC World T20 2020 Cricket Legacy Fund.</p> <p>Negotiations and concept designs for a joint use indoor sports facility at St Ives High School are continuing.</p>
P6.1.1.1.2	<p>Facilitate a regular sporting forum and communication with sporting users.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	<input checked="" type="checkbox"/> 100%	<p>A successful Ku-ring-gai Council sports forum was held on Monday evening 21st May, at the Warrimoo Clubhouse. The night included the following:</p> <ul style="list-style-type: none"> * guest speak David Cushway from the Office of Sport discussed the new Active Kids government program which allows parents to claim up to \$100 per school-aged child per year as a voucher to reduce to cost of sport registration or membership fees for after school and weekend sporting or recreational




			activities. <ul style="list-style-type: none"> - Sport and Recreation Planner Guy Thomas also gave a presentation on Kuring-gai Council current, past and future sport projects as well as an overview of the NSROC regional strategy for the future of open space areas and population growth - A total of 40 representatives from local sporting clubs, schools and state sport organisations attended the forum which concluded with an open discussion with council staff which was interactive and engaging. - Positive feedback was received from many external and internal stakeholders. A review and evaluation of the forum will take place towards the end of 2018 to determine what will be the content to further engage our stakeholders for the 2019 forum.
P6.1.1.1.3	Promote the new facilities at North Turramurra Recreation Area (NTRA) to community, schools, clubs and associations. Responsible Officer: <i>Manager Community & Recreation Services</i>	<input checked="" type="checkbox"/> 100%	Successful promotion of the new facilities resulted in the following: <ul style="list-style-type: none"> -NTRA synthetic fields continue to get high usage with approx. 45hours per week in summer and 55hrs per week in winter from schools, sporting clubs and community groups - NTRA (two turf fields) have been heavily booked by NSFA Soccer this winter period due to the car park now being completed and the turf has been given time to grow during the summer period. - The complex continues to attract usage from schools for a wet weather back up, gala days as well as Knockout matches making it a popular location.

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
P6.1.2	A program is being implemented to improve existing recreation, sporting and leisure facilities and facilitate the establishment of new facilities. Responsible Officer: <i>Director Strategy & Environment</i>	 Substantially completed	Local Clubs - Groups and Organisations, NSW Sport and Recreation	Deliver, Lead
Comments				
This Term Achievement has been substantially completed with regard to the delivery of Council's program of improvements to existing recreation, sporting and leisure facilities and the establishment of new facilities. Delays in the progression of this Term Achievement were due to limited work completed on a number of plans of management and master planning projects. These projects have been rescheduled for progression or completion in Council's adopted 2018 – 2019 Operational Plan.				







Critical Action


Code	Description	Progress	Comments
P6.1.2.1	<p>Deliver Council's adopted open space capital works program.</p> <p>Responsible Officer: Director Operations</p>	 90%	<p>Council continued to deliver its open space capital works program during the reporting period including:</p> <ul style="list-style-type: none"> * The Mall upgrade - this is now complete. * Annie Forsyth Wyatt Garden Upgrade - tender process was completed with the work awarded - on site works commenced at the end of June * Bicentennial Park - quarry stabilisation works - the works were awarded, however due to availability of potential specialist companies the work is not programmed to start until July 2018. * East Lindfield Shops - landscape upgrade - this work is now complete. * Princes Anne Arena St Ives Showground accessible toilet - this project is now complete. <p>The gross pollutant trap project at McIntosh and Arthur Street has experienced further delays - expected completion date October 2018.</p> <p>Reason</p> <ul style="list-style-type: none"> * Bicentennial Park - quarry stabilisation works - commencement of works delayed due to availability of specialist contractor to carry out this type of work. * Gross Pollutant trap at McIntosh and Arthur Street - major delays have been caused due to substantial soil contamination by asbestos. <p>Remedial Action</p> <ul style="list-style-type: none"> * Bicentennial Park - quarry stabilisation works - more remedial action was possible as this type of work requires a specialist contractor - a commencement date of July 2018 is the earliest this work is able to commence. * Gross Pollutant trap at McIntosh and Arthur Street - clear contamination from the site and on completion recommence the installation of the Gross Pollutant Trap.
Challenges			
Delay caused by the identification of contaminated soil (asbestos) at the site of the installation of the Gross Pollutant trap at McIntosh and Arthur Streets, Gordon.			
Key Achievements			
<ul style="list-style-type: none"> * Completion of the Bicentennial Park Golden Grove playground upgrade, East Lindfield Neighbourhood Centre landscape upgrade, The Mall Neighbourhood Centre upgrade and Turramurra Memorial Park dog off-leash area. * The landscape masterplan for Gordon Recreation Grounds was adopted by Council. Proposed works for Gordon Recreation Grounds include upgrades to the existing lighting, path network, playground and amenities building. 			




Operational Plan Tasks

Code	Description	Progress	Comments
P6.1.2.1.1	<p>Designs are prepared and environmental approvals obtained for the delivery of the open space capital works program.</p> <p>Responsible Officer: <i>Manager Strategic Projects</i></p>	 95%	<p>Designs have been prepared and environmental approvals obtained for the delivery of the majority of open space capital works program. Completed projects include Bicentennial Park Golden Grove Playground, Canoon Road car park upgrade, East Lindfield Neighbourhood Centre upgrade, Princess Anne Arena accessible toilet and pathway, Roseville Park - Firs Cottage accessible driveway extension, Swain Gardens accessible car park, The Mall Neighbourhood Centre upgrade and Turramurra Memorial Park dog off-leash area. Projects under construction include Annie Forsyth Wyatt Garden, George Christie Playing Field Carpark and Primula Oval Sports field lighting upgrade. Designs are well advanced on the balance of projects including: St Ives Village Green New Recreation Precinct; St Ives Showground Regional Playground, Putarri Reserve park upgrade, Morona Avenue Reserve playground, New Park at Allan/Duff Street Turramurra, Koola Park Stage 4 carpark works, Lindfield Soldiers Memorial Park playground upgrade, Gordon Recreation Ground upgrade, Roseville Park tennis pavilion, Killara Park accessible toilets, Claude Cameron Grove dog off leash area, Norm Griffith Oval Upgrade and Robert Pymble Park Masterplan.</p>
P6.1.2.1.2	<p>Report on compliance with environmental approvals for open space capital works projects.</p> <p>Responsible Officer: <i>Director Operations</i></p>	 95%	<p>During the reporting period the below was undertaken:</p> <ul style="list-style-type: none"> *The Mall Upgrade (phase 3) work was completed. *Annie Forsyth Wyatt Garden (upgrade) – tenders for construction was re awarded and on site work commenced in June. *Golden Grove Playground (rebuild) – all work completed. *Kent Oval – all work completed *Primula Oval Sports Field Lighting – tender process completed and work awarded. *Morona Avenue Tennis Court Upgrade – all work completed. *George Christie Playing field Bio Filtration Garden – work awarded and commenced. *Golden Grove Safety Works – Quarry Stabilisation – tender process complete and work awarded.
P6.1.2.1.3	<p>Conduct appropriate consultation, identify outcomes of community consultation and actions to address community concerns.</p> <p>Responsible Officer: <i>Manager Strategic Projects</i></p>	 95%	<p>Community consultation has been undertaken as part of the master planning process for projects at Gordon Recreation Ground, Putarri Reserve, Annie Forsyth Wyatt Garden, a new park at Allan Avenue Turramurra, Morona Ave Reserve, Lindfield Soldiers Memorial Park, Robert Pymble Park, the Canoon Road Recreation Area and for potential netball satellite sites at The Glade, Kent Oval and Queen Elizabeth Reserve.</p>
P6.1.2.1.4	<p>Report on completed concept designs and acceptance by the community and Council.</p>	 95%	<p>Council reports have been submitted on proposals for Annie Forsyth Wyatt Garden, a new park at Allan Avenue Turramurra, Gordon Recreation Ground and Putarri Reserve. As part of the approval process further reports will be</p>




Responsible Officer: Manager Strategic Projects			prepared on proposals currently under development including Morona Ave Reserve, Lindfield Soldiers Memorial Park, Robert Pymble Park, Babbage Road Shops and Norman Griffiths Oval, during the 2019 Financial Year.
P6.1.2.1.5	Review, adopt and implement Councils adopted Playground Strategy. Responsible Officer: Manager Strategic Projects	 70%	<p>A draft Playground Strategy has been prepared and preliminary review undertaken.</p> <p>Reason Finalisation of the Ku-ring-gai Playground Strategy has been delayed pending the release of 2016 census information and the NSW State Government's policy on inclusive playgrounds.</p> <p>Remedial Action A fee proposal has been sought to enable completion of the Ku-ring-gai Playground Strategy during the 2018 - 2019 financial year. The scope of work will include a review and upgrade of the draft document to incorporate stakeholder comments, 2016 census information and NSW State Government's policy, along with presentation to Councilors.</p>



Critical Action

Code	Description	Progress	Comments
P6.1.2.2	Prepare district park masterplans to inform the forward open space capital works program. Responsible Officer: Director Strategy & Environment	 62%	<p>A site analysis is being conducted to determine potential landscape masterplan works for Robert Pymble Park. A landscape masterplan for Gordon Recreation Grounds has been adopted by Council.</p> <p>Reason Project delays were encountered due to unforeseen staff resourcing issues.</p> <p>Remedial Action To be addressed after the organisation review is implemented.</p>


Operational Plan Tasks

Code	Description	Progress	Comments
P6.1.2.2.1	Prepare draft District Park Landscape Master Plan for Robert Pymble Park. Responsible Officer: Manager Strategic Projects	 75%	<p>A preliminary draft Landscape Masterplan has been prepared for internal review. Once reviewed internally, Council's approval will be sought to place the draft Landscape Masterplan on public exhibition in late 2018.</p> <p>Reason Project delays were encountered due to staff resourcing issues.</p> <p>Remedial Action Once reviewed internally, Council's approval will be sought to place the draft Landscape Masterplan on public exhibition in late 2018.</p>




P6.1.2.2.2	Prepare District Park Landscape Master Plan for Gordon Recreation Ground. Responsible Officer: Manager Strategic Projects	 100%	A District Park Landscape Masterplan for Gordon Recreation Ground was adopted by Council at its meeting of 12 June 2018.
P6.1.2.2.3	Complete District Park Master Plan for natural grass athletics facility at North Pymble Park. Responsible Officer: Manager Strategic Projects	 10%	<p>Council has received the draft Preliminary Arboricultural Assessment Report (Earthscope) for North Pymble Park. The report has been circulated to relevant staff for review and comments will be provided to the consultant before finalising.</p> <p>Reason</p> <p>The District Park Masterplan for North Pymble Park has been reallocated for completion in 2018/19 with a task included in Council's adopted 2018 – 2019 Operational Plan. (P6.1.1.2)</p> <p>Remedial Action</p> <p>Council has actioned the Preliminary Arboricultural Assessment ahead of time before the new financial year. Stage 2 will follow and involve an Impact Assessment (Design Development) for the site.</p>

Critical Action

Code	Description	Progress	Comments
P6.1.2.3	Community Land Plans of Management are regularly reviewed. Responsible Officer: Director Strategy & Environment	 95%	Proposed amendments to the Plan of Management for the Canoon Road Recreation Area were reported to Council on 24 July 2018. Independent assessments for environment, transport and acoustics were included in this report.
Key Achievements			
Amendments to the Plan of Management for the Canoon Road Recreation Area will allow early evening netball training.			

Operational Plan Tasks

Code	Description	Progress	Comments
P6.1.2.3.1	Complete the review and update of Community Plans of Management. Responsible Officer: Manager Strategic Projects	 95%	<p>The Landscape Masterplan for Gordon Recreation Grounds was adopted by Council in June 2018. Proposed works for Gordon Recreation Grounds include upgrades to the existing lighting, path network, playground and amenities building.</p> <p>Proposed amendments to the Plan of Management for the Canoon Road Recreation Area are to be reported to Council on 24 July 2018. Independent assessments for environment, transport and acoustics are included in this report.</p> <p>Community consultation has been completed for the Landscape Masterplan for Robert Pymble Park and will be reported to Council shortly.</p>



Critical Action

Code	Description	Progress	Comments
P6.1.2.4	<p>Ensure existing recreation and sporting facilities are maintained in accordance with asset management strategy and plans.</p> <p>Responsible Officer: Director Operations</p>	<p><input checked="" type="checkbox"/> 100%</p>	<p>Annual playground audits were completed by an independent inspector during the reporting period. Council's playgrounds were highly rated for safety with 98.2% of playgrounds compliant to Australian Standard AS4422 2016.</p> <p>The Parks Asset Refurbishment Program was again instrumental in improving the condition of sporting and recreational facilities within our LGA. Examples of this program include upgrades to the following locations;</p> <ul style="list-style-type: none"> * Willis Avenue Reserve - Upgrade of playground and seating adjacent to area. * Nar-Rang Park - Upgrade of playground and refurbishment of seating and landscape areas. * Warimoo Oval - Upgrade of playground and landscaping of adjacent area. * Charles Bean Oval and NTRA had signage upgraded to reflect adherence to local regulations. <p>Sporting and leisure facilities were also maintained and improved with existing programmes completed by Council teams. Examples of these works included turfing of bare areas, aeration of sporting fields as well as recreational parks including:</p> <ul style="list-style-type: none"> * Roseville Chase Oval, Auluba Oval & Comenarra Oval were all overgrown with rye seed to improve the quality of surfaces to winter hirers. * Wahroonga Park was aerated in relieve compaction of the turf areas due to the heavy program it had to sustain. * Large scale turfing was carried out at a number of locations by the team with: <ul style="list-style-type: none"> • nearly 3,000 square metres of turf laid • 17, 500 kg of fertiliser spread on Council's 46 sporting fields • 61.5 tonnes of soil used to topdress areas on all of the fields • 42 Hectares of weed spraying undertaken at a cost of \$23, 062 in an effort to reduce broadleaf weeds on the sporting fields. <p>All irrigation systems are audited monthly to ensure they perform to their maximum efficiency. Any instances of non-performance are dealt with and repairs completed.</p>

Key Achievements

The independent annual playground audit highly rated Council's playgrounds for safety with over 98% of playgrounds compliant to Australian Standard AS4422 2016.



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>	<input checked="" type="checkbox"/> 100%	<p>Quarterly Playground Inspections were completed in April. All repair work generated from these inspection's was then completed in the following weeks. Play areas with inadequate softfall levels were identified and a list was passed on to the Parks and Sportsfield Supervisor to action.</p> <p>Repairs were also required to play equipment that has only been installed in the last few years.</p> <p>The Asset Refurbishment team have completed the following refurbishments - Jane Macgillivray, Turramurra Memorial Park, Karuah Oval, Lifeline at Gordon, Jinkers Green, Gordon Recreational Grounds. The team also completed a number of reactive jobs for other Council sections and external customers. The team fell 3 refurbishments short of completing 20 for the year. This was due to more reactive work than expected in the second half of the year. The work carried out by the team has received high praise over the year.</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>	<input checked="" type="checkbox"/> 100%	<p>During this period recreation and sportsfields facilities have been maintained to agreed service levels. Each site has been visited on at least a fortnightly basis. The team has concentrated on keeping the sites fit for use. The highlights for the team include the upgrading of The Mall gardens, Wade Lane gardens and several business centres. All seasonal changeovers of sportsfields were completed on time as well as the completion of renovations, fertilising and spraying programs.</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

Code	Description	Progress	Stakeholders	Council Role
P7.1.1	Standards are developed to improve the condition and functionality of existing and new assets. <i>Responsible Officer: Director Operations</i>	<input checked="" type="checkbox"/>	Local Community Groups and Organisations, Residents	Deliver, Lead
Comments				
Key achievements for Public Toilet Refurbishment include amenities at Howson Oval, Bicentennial Park and Koola Oval, All were completed by June 2018. Tenders were advertised for public toilet refurbishment at Roseville Chase Oval change rooms, Comenarra Playing Field and George Christie Oval. Tender outcomes have not been determined.				

Critical Action

Code	Description	Progress	Comments
P7.1.1.1	A prioritised program of improvements to community meeting rooms, halls, buildings and facilities is being implemented.	<input checked="" type="checkbox"/> 100%	Amenities refurbishment to Howson Oval, Bicentennial Park and Koola Oval, were completed by June 2018. Tenders were advertised for public toilet refurbishment at Roseville Chase Oval change rooms, Comenarra Playing Field and George Christie Oval, and is to be reported to Council's Ordinary Meeting of 4 August 2018.
Key Achievements			
Public toilet refurbishment at Bicentennial Park will provide improved accessibility and amenity for users and events			

Operational Plan Tasks

Code	Description	Progress	Comments
P7.1.1.1.1	Utilise building condition data at component level to develop a forward program annually for building refurbishment, and report six monthly. <i>Responsible Officer: Manager Engineering Operations</i>	<input checked="" type="checkbox"/> 100%	Completed previous reporting period.
P7.1.1.1.2	Implement an improvement program for the maintenance, renewal and upgrade of Council's buildings and report on progress. <i>Responsible Officer: Manager Engineering Operations</i>	<input checked="" type="checkbox"/> 100%	Completed previous reporting period.



Critical Action

Code	Description	Progress	Comments
P7.1.1.2	Council progressively introduces sustainability performance standards for Council buildings and facilities.	<input checked="" type="checkbox"/> 100%	Sustainability performance standards continue to be integrated into Council's major urban renewal projects.
Responsible Officer: Director Operations			

Operational Plan Tasks

Code	Description	Progress	Comments
P7.1.1.2.1	Implement sustainability performance standards for Council buildings and facilities.	<input checked="" type="checkbox"/> 100%	Sustainability performance standards continue to be integrated into the Lindfield Village Green, Lindfield Village Living and Lindfield Community Hub projects. Sustainability performance standards for Council buildings and facilities continue to be refined and will be finalised in consultation with Council's Asset Management Steering Committee.
Responsible Officer: Manager Environment & Sustainability			

Critical Action

Code	Description	Progress	Comments
P7.1.1.3	Council implements an energy and water conservation and efficiency program for Council buildings and facilities.	<input checked="" type="checkbox"/> 100%	A range of renewable energy and energy efficiency projects continue to be delivered across Council's buildings and facilities as part of Council's greenhouse gas abatement program. There was a 10% reduction in annual energy use across all of Council's buildings and facilities in 2017/18, compared to our peak consumption in 2015/16; as well as a reduction in annual electricity costs of \$108,000 in 2017/18, compared to peak costs in 2015/16. The procurement of renewable energy and an accelerated street lighting upgrade program will lead to further emission reductions.
Responsible Officer: Director Strategy & Environment			

Operational Plan Tasks


Code	Description	Progress	Comments
P7.1.1.3.1	Implement prioritised energy and water conservation and efficiency works program.	<input checked="" type="checkbox"/> 100%	Upgrades works for the filtration system at the KFAC have progressed, with most of the physical works complete. The BMS integration and commissioning works are expected to be completed in Q1 of 2018/19, with significant energy savings expected from this time forward. Solar PV installations are close to complete at the Turramurra Library, St Ives Library and the East Roseville Community Centre. This is in addition to stage 2 of solar PV being added to the KFAC. A tender for the procurement of cost effective, renewable energy for part of Council's large and small sites, and street lighting loads, is close to complete, as part of work undertaken in partnership with SSRQC.
Responsible Officer: Manager Environment & Sustainability			




Term Achievement

Code	Description	Progress	Stakeholders	Council Role
P7.1.2	Usage of existing community buildings and facilities is optimised. <i>Responsible Officer: Director Community</i>	<input checked="" type="checkbox"/>	Local Community Groups and Organisations, Residents	Deliver, Lead
Comments				
Community buildings and facilities are best managed to provide equitable access for a wide range of community and sporting groups. Caley's Pavilion at the St Ives Precinct continues to be very popular for functions and events and Council's many sporting facilities are heavily used throughout sporting seasons.				

Critical Action

Code	Description	Progress	Comments
P7.1.2.1	Provide accommodation for identified community services in line with Community Leasing Policy. <i>Responsible Officer: Director Community</i>	 96%	Council continued to provide accommodation and facilities for a range of community groups through permanent and casual hire arrangements. Community halls and meeting rooms are heavily utilised particularly for casual and community groups use. Throughout the reporting period Council provided facilities to over 900 casual users across 14 community facilities. One of the most popular facilities was the Gordon meeting rooms. Council also provided for 102 permanent hirers with a variety of meeting spaces across the local government area. The Management of Community and Recreation Land and Facilities Policy was reviewed and updated in line with relevant new legislation. The licence for the management of Tulkiyan House was executed with the Historic Houses of Australia and work has been completed with Defence Housing Australia to transfer the Blair Wark VC Community Centre to Council.

Operational Plan Tasks

Code	Description	Progress	Comments
P7.1.2.1.1	Community leases requiring renewal are reviewed and updated in-line with leasing policy. <i>Responsible Officer: Manager Community & Recreation Services</i>	 93%	Council's Management of Community and Recreation Land and Facilities Policy was reviewed and amended to ensure alignment with current Council objectives and relevant legislation. Following public notice, the Policy was adopted by Council with an effective date of 27 June 2018. During the period new and renewed agreements and licences continued to be prepared and executed for the use of community assets by a diverse range of community groups, government agencies and organisations. A number of leases and licences however, have been delayed due to changes in legislation and ongoing negotiations with user groups.



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>	<p><input checked="" type="checkbox"/> 100%</p>	<p>During the reporting period Council provided facilities to:</p> <ul style="list-style-type: none"> * 465 casual users across 14 community halls and meeting rooms with the largest amount of booking(s) coming from Gordon Library meeting rooms (20%), West Lindfield Hall (14%) and Ku-ring-gai Town Hall (12%). The facilities are hired for a variety of functions. * 102 permanent hirers with the most popular facilities being: Gordon Library meeting rooms (21%), St Ives Community Hall (15%) and Lindfield Seniors Centre (15%). The halls and meeting rooms continue to be popular in the Ku-ring-gai community where we've had to turn away numerous potential hirers due to shortage of space in popular time periods.
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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>	<p><input checked="" type="checkbox"/> 100%</p>	<p>The St Ives Showground has been heavily booked for external hirers with regular events such as St Ives Show, Colorfest, St Ives Orchid Fair, Oxfam Trail walker event, Warringah Dressage, Webers Circus, Council Waste Collection and Northside Budgetrigar Society Show all attracted good patronage.</p> <p>Our Two major Council events, the St Ives Medieval Faire and the Wildflower Art and Garden Festival, were successfully staged in 2017. The Medieval Faire had international coverage of the World Jousting Championships including China, U.S.A and Europe.</p> <p>During the period Council continued to develop environmental resources and programs for schools and young people at the Wildflower Garden, The Bush Kids School Holiday programs, Pre-school and After- School programs and Bush Birthday Parties have proved extremely popular. New programs were introduced to Spring and Summer Holiday programs.</p> <p>The Bidwell's Picnic Ground is being refurbished which will result in higher use for picnics and excursions and the fern house has had an upgrade to pathways and the shade cloth.</p> <p>At Caley's Pavilion the sound system and A/V equipment were updated, a new freezer installed and modifications to the dish-washer were also made. New cupboards for storage were installed and up-grades to the car park were made to improve line marking and usage. Seventeen major functions were held during the last quarter.</p> <p>Discussions continued with Ecoline Pty. Ltd. (high ropes operator) to provide a new family recreational opportunity at St Ives Showground. The company have chosen a site adjacent to Council's planned Regional Playground. Ecoline are undertaking planning and submitting a development application.</p> <p>The Precinct has bookings and interest from major music promoters for events later in 2018 and 2019.</p>



			<p>Filming companies continue to book the location and we have had 8 major film bookings including My Kitchen Rules (Medieval Faire), Lifestyle TV - The Living Room, 60 Minutes , Little Monsters Films Feature, CarsGuide, Beyond Productions , Foxtel - Television Series - The Good Cop , SBS & Subtext Pictures - Dead Lucky</p>
<p>Key Achievements</p>			
<p>Visitor Centre has had 31,000 visitors last financial year. Total external booked events attendance was 54,350 to the St Ives Precinct. Education programs have had attendance days of over 12,000. The free Sunday Sounds Sessions in the gardens have attracted 1200 visits over 6 events and have been an excellent addition to the program. Essential Theatre production of Shakespeare's Twelfth Night was put on at the Wildflower Garden it attracted a sell out of 350 patrons and will return in 2019. 'Parkrun', a free community running program has commenced at the Wildflower Garden averaging 80 -100 per week. Significant improvements were made to the education area at the Wildflower Garden. Two year-round dip netting ponds were created from existing water tanks, and are popular with children's groups being safe and accessible. New enclosures for our bluetongue lizards and longneck turtles were constructed by a contractor and Operations staff. Our organic garden also received improvements with a new irrigation system and the introduction of two Pekin ducks which have been popular with all the visitors.</p>			


Operational Plan Tasks

Code	Description	Progress	Comments
P7.1.2.2.1	<p>Work with identified business operators to plan and deliver new recreation and business opportunities identified in the St Ives Precinct Plan of Management.</p> <p>Responsible Officer: Manager Community & Recreation Services</p>	<p><input checked="" type="checkbox"/> 100%</p>	<p>Further progress has been made in the Precinct with projects and works identified in the Plan of Management:</p> <ul style="list-style-type: none"> • The preferred location of the Environmental Centre being assessed. • Extensions to the Men's Shed are nearing completion which will expand the capacity and range of classes. • Organic Food Markets proposed 12 month licence has progressed and awaiting proposed changes to the Crown Lands Act. • A site has been approved with Ecoline for the High Ropes Course and requirements for a Development Approval have been sent to Ecoline to progress. • There is growing interest in the precinct as a major venue location. For example a new music event for the St Ives Showground is planned for October. • Parkrun – a free community running program has commenced at the Wildflower Garden.




P7.1.2.2.2	<p>Promote Caley's Pavilion and Wildflower Gardens as a multipurpose venue for weddings, functions and corporate events.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	<p><input checked="" type="checkbox"/> 100%</p>	<p>The Sunday Sounds Sessions in the gardens have attracted 1200 visits over 6 events and have been an excellent addition to the program.</p> <p>To improve the sound the A/V equipment was updated, a new freezer installed and modifications to the dish-washer were also made. New cupboards for storage were installed and up-grades to the car park were made to improve line marking.</p> <p>Bookings include a range of functions and workshops:</p> <ul style="list-style-type: none"> • Family functions • Green Army Training • Operation Tree Management • Your Dream Home workshop
P7.1.2.2.3	<p>Implement programs and events to expand usage at the Wildflower Garden and St Ives Showground as a regional visitor precinct</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	<p><input checked="" type="checkbox"/> 100%</p>	<p>The Wildflower Garden and Showground bookings include the regular programs and the continual increase in bookings from casual commercial groups, particularly at the Showground.</p>

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> 95%</p>	<p>Council's tennis facilities continue to be made available for permanent and casual use by individuals, coaches, schools and clubs.</p> <p>Ku-ring-gai Council has become a member of Tennis NSW for the first time in 2017/18 for a variety of benefits including insurance, program development, newsletter and access to specialist Tennis NSW Staff.</p>
<p>Key Achievements</p>			
<p>Ku-ring-gai Council Tennis Courts continue to achieve high utilisation levels with over 100 permanent/annual hirers and 10 coaches using the courts for social play, coaching or competition.</p> <p>Loyal Henry Tennis Courts (line marking and resurfacing) and The Glade Tennis Courts (fencing) were closed during the period in order for capital upgrades which will improve the venues for future training and competition use for schools, coaches and casual users.</p> <p>Consultation has also been undertaken to consider sports court lighting and dual court usage for basketball and netball at tennis courts located at Queen Elizabeth II Reserve, West Lindfield; Kent Road, Turramurra and The Glade, Wahroonga.</p>			



Operational Plan Tasks

Code	Description	Progress	Comments
P7.1.2.3.1	<p>Work with industry and providers to improve the quality of tennis services and access to facilities for participation.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	 95%	<p>Tennis NSW has undertaken five (5) x site surveys at five (5) tennis location in Ku-ring-gai (Roseville Park, Allan Small, Lindfield Park, Warrimoo and St Ives Village Green). This is to potentially (subject to funding) roll out the new Tennis Australia 'Book a Court' system which enables players to use a unique code to unlock the courts upon booking them.</p> <p>The system produces meaningful data for Council and Tennis NSW of the demographics of tennis players and the system decreases the use of unauthorised bookings and lost revenue.</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>	 95%	<p>Council is continuing to ensure that golf course professional services are operating to meet industry standards the community.</p> <p>Gordon Golf Course now has a fully stocked professional shop and has 12 months of a dedicated staff including a Golf Course Supervisor, a team leader and 4 casual staff which have been recruited over the past 12 months. This has led to increased visitation and revenue for the Golf course through sale of retail and lessons/programs.</p> <p>Work continues to support and provide services for the Gordon Golf Club. The integrated Mi-Club system is being used to manage the public and club rounds and shop stock.</p> <p>North Turramurra continues under the professional contract with Elite Golf NSW including professional staff, pro-shop, lessons and memberships.</p>

Key Achievements




Some highlights for Gordon golf course include:

- * Completed pro shop fit-out including carpet, fixtures, glass entry doors and set up suppliers.
 - * 17891 public rounds for \$391,511.47 in green fees.
 - * Net Retail Shop sales of \$98,083.34 (Council previously did not generate any retail shop sales income).
 - * Cobra Fitting Day generated \$5640 in sales.
 - * Hosted 2 Charity Days for Lions Club and Street works.
 - * Implemented Pro Shop e-newsletter send out to 414 GGC members and 941 MiClub registered public players.
 - * Held 15 x 2hr Junior School Holidays clinics over the 4 holiday periods and 1hr After School Junior Clinic in Term 2 2018 which proved successful.
- Some highlights for North Turramurra include:
- * Improvements in the marketing via contractors social media had been implemented.
 - * Fit out of the old pro shop was undertaken by Council as a multi- purpose space and is now used by social groups and football coaches for off-field sessions.
 - * Come and try golf day was organised on the June long weekend, despite the rain over 90 people participated.



* Director of Golf position added by the contractor with a focus on lessons.
 * Golf handicaps and memberships offered by contractor.

Operational Plan Tasks

Code	Description	Progress	Comments
P7.1.2.4.1	<p>Continue to develop programs, services and marketing the new North Turramurra course layout as part of North Turramurra Recreation Area (NTRA) to existing and potential customers with the support of the course contracted professional.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	 95%	<p>Council has worked with the Professional to transition to a full year of uninterrupted Golf at North Turramurra. Some highlights include:</p> <ul style="list-style-type: none"> • Implementation of improvements in the marketing via contractor social media • Fit out of the old pro shop was undertaken as a multi-purpose space and is now used by social groups and football coaches for off-field sessions • A 'Come and try' golf day was organised on the June long weekend with over 90 people participating despite the rain. • A Director of Golf position has been added by the contractor with a focus on lessons. • Golf handicaps and memberships are offered by contractor.
P7.1.2.4.2	<p>Golf Course professional services are operating to meet customer and industry standards.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	 95%	<p>Council is continuing to ensure that golf course professional services are operating to meet industry standards to the community.</p> <p>Gordon has a fully stocked professional shop with a dedicated staff professional, assistant and up to 3 shop casuals recruited over the last 12 months. Work continues to support and provide services for the Gordon Golf Club.</p> <p>The integrated Mi-Club system is being used to manage the public and club rounds and shop stock.</p> <p>North Turramurra golf course continues under the professional contract with Elite Golf NSW including professional staff, pro-shop, lessons and memberships.</p>
P7.1.2.4.3	<p>Manage the transition to Council directly operating the ongoing professional services at Gordon Golf Course pro-shop.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	 95%	<ul style="list-style-type: none"> - A total of 5854 rounds were recorded during the January - March 2018 quarter for a total of \$96,795.95 which comprised of the most popular categories: Social rounds (21%), 18 hole weekday seniors (17%) and 18 hole weekend (15%). - A total of 5512 rounds were recorded during the April - June 2018 quarter for a total of \$94,588.75 which comprised of the most popular categories: Social rounds (23%), 18 hole weekday seniors (17%) and 18 hole weekend (18%). Revenue was slightly down on the previous quarter however June is typically a wet and quieter month which it again proved to be. - Cart hire remains strong with a total of 1043 carts being hired for \$32,000 in revenue in the January - March 2018 quarter. - Cart hire down slightly due to cooler weather and some wash out days 876 hires during April - June 2018 quarter. - Shop sales continue to show strong growth with over \$23,000 recorded in the January - March 2018 quarter.



		<ul style="list-style-type: none">- Retail sales showed more growth during April - June 2018 with total sales of \$28,236.46.- January & April school holiday clinics were steady with approx. 5-10 children attending each day and our first after school program began in Term 2 with 8-10 children attending each clinic in the first 6 weeks.- Cobra Fitting Day was extremely successful generating approx. \$6000 revenue on the day and another \$1000 in follow up sales.- Pro Shop e-newsletter being delivered to over 1000 database of members and public players and we've had great feedback- Connect Media Digital Marketing Screen in shop for 2 months with unique advertisements also getting good feedback.
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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

Code	Description	Progress	Stakeholders	Council Role
P8.1.1	Our public infrastructure and assets are planned, managed and funded to meet the community expectations, defined levels of service and address inter-generational equity.	<input checked="" type="checkbox"/>	Government Agencies, Community Groups, Residents	Deliver, Lead
Responsible Officer: <i>Director Strategy & Environment</i>				
Comments				
Over the Delivery Program period Council completed major capital works programs across all themes in the Community Strategic Plan in response to current and projected community needs and defined levels of service. This included a significantly expanded program of new and upgraded roads, footpaths, drainage and traffic facilities; new and upgraded parks and sporting facilities; improvements to community buildings and facilities and planning for revitalisation works to the main centres.				

Critical Action

Code	Description	Progress	Comments
P8.1.1.1	Development Contributions Plans are updated and implemented.	<input checked="" type="checkbox"/> 100%	The status of both Contributions Plans are monitored constantly and an analysis of the 2016 census data and scoping of updated studies is underway for the 2010 Plan. A review of the Ku-ring-gai s94A Contributions Plan 2015 has commenced.
Responsible Officer: <i>Director Strategy & Environment</i>			
Key Achievements			
Council has a robust and up to date contributions planning system that is monitored to identify, and collect funds and deliver community infrastructure.			

Operational Plan Tasks

Code	Description	Progress	Comments
P8.1.1.1.1	Instigate a review of the Contributions Plan when appropriate.	<input checked="" type="checkbox"/> 100%	A preliminary review of the Ku-ring-gai Contributions Plan 2010 has commenced concurrent with the wider strategic planning programme commencing during 2018-19 under the Greater Sydney Commission. The deferred housekeeping review of Ku-ring-gai s94A Contributions Plan 2015 has commenced. High priority Voluntary Planning Agreements are ongoing. More focus should be achievable in the second half of 2018 and 2019.
Responsible Officer: <i>Manager Urban Planning</i>			




P8.1.1.1.2	Manage current contributions system, receipting and indexation. Responsible Officer: Manager Urban Planning	<input checked="" type="checkbox"/> 100%	Inflation of unpaid contributions and new outgoing consents is updated every quarter following the release of the second of the two indices used for inflation in Kuring-gai. Land acquisition is updated by the Established House Price Index now published as part of the Residential Property Prices Index and works are inflated by the Consumer Price Index. The latest release took place on Tuesday 19 June 2018 and the update went live overnight.
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Term Achievement


Code	Description	Progress	Stakeholders	Council Role
P8.1.2	Programs for infrastructure and asset maintenance management are delivered in accordance with the adopted Asset Management Strategy and Plans. Responsible Officer: Director Operations	<input checked="" type="checkbox"/>	Government Agencies, Community Groups, Residents	Deliver
Comments				
<p>Overall, Capital works programs for roads, footpaths and drains were completed to 95% of budget allocation.</p> <p>Roads Rehabilitation were completed to 95% of budget with some road pavements deferred until services adjustment or design were completed.</p> <p>Footpaths were completed to 75% of budget with over 700m of new footpath constructed, and include new paths on Rosedale Road, Rothwell Ave, Pymble Ave and Cleveland Ave.</p> <p>Planning for major drainage works has commenced.</p> <p>Major drainage infrastructure was completed at 90 Babbage Road as part of Council's divestment strategy.</p> <p>20m and 9m span pedestrian bridges at Bicentennial Park West Pymble were completed successfully and have been nominated for an IPWEA award.</p>				

Critical Action


Code	Description	Progress	Comments
P8.1.2.1	Asset Management Plans are in place for all asset classes and identify community expectations and defined service levels. Responsible Officer: Director Operations	 80%	<p>Council staff completed reviews on asset condition data and service levels along with funding allocations for the maintenance and renewal of infrastructure assets. The results are incorporated into the new Asset Management Strategy contained within the Resourcing Strategy, which was adopted by Council on 26 June 2018.</p> <p>Reason</p> <p>It is only with the adoption of the Asset Management Strategy that the Asset Management Plans (AMPs) can be revised to align with the overarching Strategy.</p> <p>Remedial Action</p> <p>An organisational task is in the adopted Operational Plan to progress the updates of AMPs.</p>





Operational Plan Tasks

Code	Description	Progress	Comments
P8.1.2.1.1	Implement Asset Management Plans to document maintenance, renewal and upgrade requirements in line with Service Level Agreements. Responsible Officer: Director Operations	 80%	Scheduled inspections were performed for road, footpath, kerb and gutter assets. An asset condition assessment of a select grouping for drainage by CCTV is planned in 2018 - 2019 following Council's adoption of the 2018 – 2019 Operational Plan and budget in June. Reason Funding was not available in 2017/18 for the drainage inspection. Remedial Action Funding has been adopted for 2018/19 for implementation of a drainage condition assessment to enable development of upgrade program.



Critical Action

Code	Description	Progress	Comments
P8.1.2.2	Councils capital works and operational programs are delivered. Responsible Officer: Director Operations	 91%	Overall, the capital works programs for roads, footpaths and drains were completed to 95% of budget allocation. The Roads Rehabilitation program was completed to 95% of budget with some road pavements deferred until services adjustment or design is completed. Footpaths were completed to 75% of budget with over 700m of new footpath constructed. Drainage works were completed to 22% of budget, comprising predominately minor works, and planning for the major works.
Key Achievements			
* Completion of a significant capital works program encompassing roads, footpaths, drains, as well as the design and construction of improvements to parks, sporting facilities and community buildings.			
* Completion of Lady Game Drive road safety works, at Killara, and drainage improvement works at 90 Babbage Road, Roseville Chase.			

Operational Plan Tasks

Code	Description	Progress	Comments
P8.1.2.2.1	Deliver annual capital works program on time and within budget. Responsible Officer: Director Operations	 95%	Overall, the capital works programs for roads, footpaths and drains were completed to 95% of budget allocation. The Roads Rehabilitation program was completed to 95%, footpaths completed to 75% and drainage works completed to 22%.
P8.1.2.2.2	Prepare draft capital works and renewal programs for Council's footpaths, roads, drains, bridges and carparks for inclusion in the Delivery Program.	 100%	Capital works and renewal programs for Council's footpaths, roads, drains, bridges and carparks were developed as part of the Delivery Program 2018 – 2021 and Operational Plan 2018 - 2019, that was adopted in June 2018



P8.1.2.2.3	<p>Responsible Officer: Director Operations</p> <p>Complete Road and Footpath Capital Works Programs on time and on budget.</p> <p>Responsible Officer: Director Operations</p>	 90%	<p>Capital works programs for roads were completed to 95% of budget, with some roads deferred due to the need for kerb & gutter design, and some due to the lowering of services. New footpaths were completed to 75% of budget with new paths including Pymble Ave, Crown, Shinfield and Rothwell, with construction commenced at Brisbane Walk.</p> <p>Reason</p> <p>There were delays in the footpath construction at Brisbane Walk until resident consultation was completed to resolve concerns, and due to significant vegetation and tree clearing required and contractor availability.</p> <p>Remedial Action</p> <p>On site meetings were held with residents to resolve issues.</p>
P8.1.2.2.4	<p>Complete Drainage Capital Works Program on time and on budget.</p> <p>Responsible Officer: Director Operations</p>	 80%	<p>Drainage work through 90 Babbage Road, Roseville Chase, was completed with a \$600,000 expenditure. This network was updated in Council's GIS system. The trunk drainage design at Oliver Road, Roseville for an estimated construction expenditure of \$450,000, was progressed with consultant briefing and project engagement pending. The minor works drainage program was complete to 85%.</p> <p>Reason</p> <p>Progress of works was delayed due to staff resources being allocated to higher priority drainage projects.</p> <p>Remedial Action</p> <p>Staff are now re-engaged on the Oliver Road drainage project with the design to be undertaken by a consultant.</p>



Performance Indicators

Code	Description	Baseline	Yearly Target	Units	Achieved Amount	Yearly Rating Image
T1.1.1.A	Additional footpath network.	Annual target of 0.9km. (Data source: Council)	0.9	km	0.6	
Comment: Parts of the footpath network were not completed, and are still in progress, due to community consultation activities and contractor availability.						
T1.1.1.B	Number of new and upgraded pedestrian facilities (bus stops, crossings, islands).	Annual target of 10 new or upgraded pedestrian facilities. (Data source: Council)	10	Number	10	
T1.1.1.C	Additional cycleway network.	Annual target of 2.5km of additional cycleway network. (Data source: Council)	2.5	Km	0.1km	
Comment: Council relies on funding co-contributions from Transport for NSW and Roads and Maritime Services to progress delivery of the Bike Plan. Council was unsuccessful in attracting funding for its three (3) nominated Active Transport projects. As a result, only a minimal section of cycle route was installed in the Roseville Chase area, complementing other streetscape and open space works in the area.						
T1.1.1.D	Number of new and upgraded bicycle facilities.	Annual target of 5 new or upgraded bicycle facilities. (Data source: Council)	5	Number	0	
Comment: No new or upgraded bicycle facilities were delivered by Council during the period. However as part of the Aqualand development in Lindfield, a number of bicycle parking rails were required to be provided on the Kochia Lane frontage by the developer. Additional parking rails were installed in the basement customer parking area. This adds to the number of publicly available bicycle parking facilities in the east side of the Lindfield local centre.						
T1.1.4.A	Use of alternative modes of transport: Bicycle count data.	Annual target of 5% average increase in bicycle trips. (Data source: Council)	5	%	17	
Comment: Measurement of bicycle use on a recreational (mountain bike) trail in North Turramurra continued throughout the period. Although experiencing modest use compared to other cycle routes/facilities, average daily use on this recreational route registered an increase in use over the previous year.						
T2.1.1.A	Reduction in the number of recorded collisions per year involving vehicles and pedestrians.	There were a total of 576 vehicle and pedestrian accidents, year to December 2012. (Data source: Roads and Maritime Services)	1.5	%	0.7	
Comment: The data is provided from the Roads and Maritime Services for the period 1 January – 31 December 2016 with a twelve month time lag in statistics. During this period there were 282 accidents on all roads within the Ku-ring-gai local government area, equivalent to a 0.7% reduction from the previous year (284 accidents). While the 1.5% target has not been met this reporting period, it is noted that a reduction of 51% has been achieved since 2012. The RMS, Council, Police and other road safety stakeholders jointly work together to reduce the number of crashes on roads.						




Term Achievements, Critical Actions and Tasks


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

Code	Description	Progress	Stakeholders	Council Role
T1.1.1	Public transport connections are accessible to all age groups and match the travel needs of the community. <i>Responsible Officer: Director Operations</i>	 Substantially completed	Transport for NSW, Roads and Maritime Services, Department of Planning and Environment, Railcorp/CityRail, State Transit, Private Bus Companies	Facilitate, Advocate, Lead
Comments				
<p>Council is working with Transport for NSW & the Roads and Maritime Service to fund the delivery of Council's Bike Plan.</p> <p>The following pedestrian improvement works have been implemented or are being incorporated into Council's major projects during 2017/2018:</p> <ul style="list-style-type: none"> * Continued planning of new connections between Pacific Highway and the Lindfield Village Hub major project. * Planning of new footpaths along the new proposed laneway between Tryon Place and Pacific Highway. * Continued planning of pedestrian and bicycle provision on new bridge over railway between Ray Street and Rohini Street, Turramurra. <p>Council was able to complete upgrades to five (5) identified bus stops, in accordance with the Disability Discrimination Act 1992, with some integrated with new footpaths.</p>				

Critical Action

Code	Description	Progress	Comments
T1.1.1.1	An improvement plan is being implemented for bus stops, bus shelters, bikeways and footpath networks having regard for the access, health and recreational needs of the community. <i>Responsible Officer: Director Operations</i>	 80%	<p>During the reporting period staff continued to consult with Transport for NSW on key projects within the local centres and broader local government area to improve public transport access and connections. The upgrade of identified bus stops, in accordance with the Disability Discrimination Act, is being progressed by Council's Design Team.</p> <p>During 2017/18 Council upgraded/constructed 6 bus stops as part of the integration with footpaths or stand-alone stops. An overall length of 700m footpath was constructed in the vicinity of these bus stops.</p> <p>Reason The upgrade of all identified bus stops was not able to be completed due to resource limits.</p> <p>Remedial Action</p>




		Bus stop upgrades will be progressed in 2018/19.
Key Achievements		
Completion of accessibility improvements - Canoon Road car park upgrade, Princess Anne Arena accessible toilet and pathway, Roseville Park - Firs Cottage accessible driveway extension and Swain Gardens accessible car park.		


Operational Plan Tasks

Code	Description	Progress	Comments
T1.1.1.1.1	Ensure consistency between Council policies and the Integrated Transport Strategy. Responsible Officer: Manager Urban Planning	<input checked="" type="checkbox"/> 100%	During the reporting period there have been no new or updated Council policies, however all existing Council policies are consistent with the Integrated Transport Strategy.
T1.1.1.1.2	Progressively implement the Pedestrian Access and Mobility Plan (PAMP) recommendations. Responsible Officer: Manager Traffic & Transport	<input checked="" type="checkbox"/> 100%	In draft form, the Pedestrian Access and Mobility Plan (PAMP) continued to provide guidance on the provision of pedestrian facilities to improve accessibility and reduce severance caused by barriers such as arterial roads and railways. The following pedestrian improvement works have been implemented or are being incorporated into Council's major projects and associated upgrade works: <ul style="list-style-type: none"> - Continued planning for new connections between Pacific Highway and the Lindfield Village Hub major project. - Planning for new footpaths along the new proposed laneway between Tryon Place and Pacific Highway, as part of Lindfield Village Living (current Lindfield Library site). - Continued planning pedestrian (and bicycle) provision on new bridge over railway between Ray Street and Rohini Street Turramurra (early planning phase). <p>The principles in the draft PAMP are also being used to improve accessibility in the wider area with Council staff attending a Transport for NSW/RMS stakeholder workshop for the preparation of a Road Network Plan for the Ryde Road/Lane Cove Road corridor and the Pacific Highway corridor. The purpose of the workshop was to get Council's input into a strategy for improving the performance of the corridor, with consideration to all modes of transport based on the corridor's function and customer needs. At the workshop, Council staff highlighted the need for improved access across the Ryde Road and Pacific Highway corridor for pedestrians, which have little crossing opportunities and currently act as a barrier to access.</p>
T1.1.1.1.3	Continue to implement the Bike Plan.	<input checked="" type="checkbox"/>	Council is relying on funding co-contributions from Transport for NSW/Roads and Maritime Services to progress delivery of the Bike Plan.



	Responsible Officer: <i>Manager Traffic & Transport</i>	100%	<p>Formal notification from Transport for NSW or Roads and Maritime Services on whether Council was successful in attracting funding for its three (3) nominated Active Transport projects (Lindfield Avenue separated cycleway, Kochia Lane shared path and Killeaton Street separated cycleway) has yet to be received.</p> <p>This also applies for the funding application for a feasibility study into a regional cycle route connecting Chatswood CBD with Northern Beaches Hospital Precinct/ Frenchs Forest (via Roseville Chase). The Ku-ring-gai component of this route, approximately corresponds with the Roseville 1 cycle route in the Bike Plan.</p>
T1.1.1.1.4	<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>Six bus stops were upgraded during the reporting period. Council obtains usage data from Transport for NSW based on Opal card data, rather than buses passing to determine priority for bus stop upgrades. Council provides assistance to designers for Seniors Living on bus stops to meet accessibility requirements including upgrading bus stops to new standards.</p> <p>Reason</p> <p>Resources have been diverted to work on other projects with higher priority.</p> <p>Remedial Action</p> <p>Bus stops will continue to be progressively upgraded across the local government area during 2018/19.</p>

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
T1.1.2	A network of safe and convenient links to local centres, major land uses and recreation opportunities is in place.		Community Groups	Deliver
Comments				
<p>A comprehensive program of works was completed over the Delivery Program period to provide new and improved networks of safe and convenient walking paths, bikeway links and support facilities for recreational facilities, major land uses and local centres in Ku-ring-gai. These improvements were implemented as part of annual capital works programs for new and improved footpaths, new and improved parks, playgrounds, sporting and recreational facilities or as part of conditions of VPA's and development consents. Opportunities to provide new and enhanced pedestrian and bike linkages and facilities are also being incorporated into the master planning for Council's Activate program for Lindfield, Turramurra and Gordon centres, consistent with the Ku-ring-gai Integrated Transport Strategy recommendations.</p>				



Critical Action

Code	Description	Progress	Comments
T1.1.2.1	Implement appropriate recommendations from the Ku-ring-gai Integrated Transport Strategy.	<input checked="" type="checkbox"/> 100%	During the reporting period, planning work for the network of safe and convenient links to the local centres of Lindfield, Turramurra, Gordon and major land uses and recreation opportunities has continued.
Responsible Officer: Director Strategy & Environment			

Operational Plan Tasks

Code	Description	Progress	Comments
T1.1.2.1.1	Incorporate the provision of bicycle facilities in key locations such as local centre hubs and new open space Responsible Officer: Manager Urban Planning	<input checked="" type="checkbox"/> 100%	Planning progressed for the Activate Ku-ring-gai local centres major projects (Lindfield and Turramurra) for the inclusion of bicycle facilities. Some of these projects are still in the early stages of planning. During the period, discussions have also been held with Sydney Trains to investigate a potential location for a bike cage/shed (accessed by Opal card holders) located at Gordon station.

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
T1.1.3	Advocate to relevant government agencies and private companies for integrated public transport facilities and service improvements that meet community needs. Responsible Officer: Director Strategy & Environment	<input checked="" type="checkbox"/>	Transport for NSW, Roads and Maritime Services, State Transit, Northern Sydney Region of Councils	Advocate, Lead
Comments				
Over the Delivery Program period Council continued to liaise with Transport for NSW to secure further additional commuter parking, associated infrastructure and bus interchange upgrades at the key local centres of Gordon, Lindfield and Turramurra, as part of the Activate Ku-ring-gai local centres program.				



Critical Action

Code	Description	Progress	Comments
T1.1.3.1	Liaise with State agencies to provide improved commuter parking and bus interchanges.	<input checked="" type="checkbox"/> 100%	Council continued to work closely with Transport for NSW, RMS, Department of Planning and Environment and the Greater Sydney Commission to seek improvements for public transport, commuter parking and improved bus services across the local government area. Specifically with the master planning projects for the local centres of Lindfield, Turramurra and Gordon.

Responsible Officer: Director Strategy & Environment

Key Achievements

A range of integrated transport choices are available to enable effective movement to, from and around Ku-ring-gai with the planning and delivery for improved commuter parking and bus interchanges.

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 Turramurra and other centres. Responsible Officer: Manager Urban Planning	<input checked="" type="checkbox"/> 100%	Council staff continued to work with Transport for NSW towards the provision of commuter parking in the Lindfield Village Hub and Lindfield Village Green major projects. In March 2018 the pilot on-demand bus service centred around Macquarie Park/North Ryde commenced operating. The service is designed to offer a new on demand service for commuters living within a 7.5km radius of the Macquarie Park precinct (which captures the Ku-ring-gai LGA) for work, shopping and university destinations in the Macquarie Park/North Ryde area. The pilot is operating 5 days a week in the following times: <ul style="list-style-type: none"> •Weekday mornings 6am – 10am •Weekday evenings 3pm – 7pm •No services on weekends (during the pilot) The progress and outcomes of the pilot scheme are being followed closely. If successful it may be rolled out across Sydney. This would have the potential to provide Ku-ring-gai residents improved access to rail stations within the LGA without the need to park their car at or around the station.
T1.1.3.1.2	Advocate with Transport for NSW and bus providers to target improvements to bus services connecting nearby centres with Ku-ring-gai including Mona Vale - Macquarie Park route/Chatswood-Dee Why/Northern Beaches. Responsible Officer: Manager Urban Planning	<input checked="" type="checkbox"/> 100%	During the period, Council staff attended a Transport for NSW/RMS Stakeholder Workshop for the preparation of a Road Network Plan for the Ryde Road/Lane Cove Road corridor and the Pacific Highway corridor. The purpose of the workshop was to obtain Council's input into a strategy for improving the performance of the corridors, with consideration to all modes of transport based on the corridor's function and customer needs. It incorporates a movement and place assessment as promoted by the new NSW Road Planning Framework (developed by TfNSW). Council staff and representatives from City of Ryde strongly advocated for the need to promote and implement higher efficiency travel modes along the Ryde Road/Lane Cove Road corridor, with consensus that a form of prioritised high



		frequency bus service (or other mass transit) should be implemented.
T1.1.3.1.3	Work with Transport for NSW to co-ordinate and implement connections and upgrades to railway stations. Responsible Officer: Manager Urban Planning	<input checked="" type="checkbox"/> 100% During the period, Council staff continued to consult with Transport for NSW on key projects to improve public transport access and connections, particularly in relation to Council's major projects in Lindfield and Turramurra. In June Transport for NSW formally announced that funding in the 2018 NSW Budget has been set aside for planning accessibility upgrades at Wahroonga and Roseville railway stations. Council staff will work with Transport for NSW to progress the planning of these accessibility upgrades.

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
T1.1.4	The community is informed, educated and encouraged to use alternative forms of transport.	<input checked="" type="checkbox"/>	Community Groups, Residents	Advocate, Educate, Promote
Comments				

Cycling, walking and sustainable transport have been actively promoted to the community through Council's adopted Bike Plan, a popular bike map that charts all cycling routes through Ku-ring-gai, planning and implementation of new bike routes and facilities, promotion activities such as the Ride2Work day events and development of an interactive Transport Access Guide for schools, to encourage alternative modes of transport. The promotion of these programs has been through Council's website, various forms of social media and through schools and interest groups.

Critical Action

Code	Description	Progress	Comments
T1.1.4.1	Information and education programs focus on alternatives to private car use. Responsible Officer: Director Strategy & Environment	<input checked="" type="checkbox"/> 100%	A Transport Access Guide with maps has been finalised this reporting period. In Term 1 2018, schools were notified of the completion of the Transport Access Guide and asked to circulate copies. The schools were also asked to include information regarding the Transport Access Guide in the School's Newsletter in Term 3. An electronic version of the maps is available on Council's website. Council's Road Safety Officer will continue promoting the Guide to all schools in the LGA.
Key Achievements			
The completed Transport Access Guide provides schools with information regarding sustainable transport options to and from schools.			



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. Responsible Officer: Manager Urban Planning	<input checked="" type="checkbox"/> 100%	Council's annual cycling promotion event is National Ride2Work day which was held on Wednesday 18 October 2017. During this reporting period planning commenced for the next Ride2Work event, which is to be held on Wednesday 17 October 2018.







Issue: Local Road Network

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

Term Achievement


Code	Description	Progress	Stakeholders	Council Role
T2.1.1	Road network safety and efficiency are improved and traffic congestion is reduced. <i>Responsible Officer: Director Operations</i>	 Substantially completed	Roads and Maritime Services, Northern Sydney Region of Councils	Deliver, Lead
Comments				
A review of the current 10 year Traffic and Transport Plan continued by staff during 2017/2018, and its finalisation is expected by the end of 2018. As part of the Lindfield Village Green Project, Council endorsed the investigation of paid parking as a funding mechanism and parking management solution across all the local centre projects. Subsequently, a Paid Parking Strategy for the LGA has been developed in draft form. Consultation with all internal stakeholders is expected to take place in early 2018/2019 once the final draft report is received.				

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>	 75%	The review of the 10 year Traffic and Transport Plan continued in 2017/18. More detailed analysis of data and interpretations is required to be completed and the review of this document will continue in 2018/19. The current Plan is continuing to be used when selecting the sites for RMS black spot funding. Reason The review requires more detailed analysis of data to be completed. Remedial Action The 10 year Traffic and Transport Plan review will be reported by the end of 2018.
Challenges			
Finalising of the 10 Year Traffic and Transport Plan review alongside other work commitments that required urgent attention.			




Operational Plan Tasks

Code	Description	Progress	Comments
T2.1.1.1.1	Implement the 10 year Traffic and Transport Program. Responsible Officer: Director Operations	 75%	<p>The Traffic and Transport Plan was reviewed by staff and all relevant plans reviewed and updated. More detailed analysis of data and interpretations are required to be completed. Concurrently, works in the Ku-ring-gai Contributions Plan 2010 have been included in the 10 year Traffic and Transport Plan with indicative timings.</p> <p>While not finalised, the current Plan is continuing to be used when selecting the sites for RMS' black spot funding. Council will apply for funding for the protected right turn bay at the intersection of Burns Road and Ellalong Road, North Turramurra in the 2019/2020 Blackspot Program. This intersection improvement is in the Council's 10 year Traffic and Transport Plan.</p> <p>Reason Further analysis of data and interpretations are required to complete the 10 Year Traffic and Transport Plan review.</p> <p>Remedial Action It is envisaged that the Plan will be finalised and reported to Council by end of 2018.</p>

Critical Action

Code	Description	Progress	Comments
T2.1.1.2	Parking is managed to balance the supply and demand of available parking spaces. Responsible Officer: Director Development & Regulation	 92%	<p>During the financial year 2017/18 over 15,500 penalty notices were issued which represents a value in excess of \$2,703,362. Parking continued to be monitored through manual checks and electronic camera surveillance.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
T2.1.1.2.1	Review parking in all centres. Responsible Officer: Manager Urban Planning	 75%	<p>As part of the Lindfield Village Green project, in November 2017, Council endorsed the investigation of paid parking as a funding mechanism and parking management solution across all the local centre projects.</p> <p>In February 2018, Consultants were engaged to develop a Paid Parking Strategy for LGA, and the draft version of the report was received in late May, for preliminary review by Council. A final draft of this report is expected early in the first quarter of 2018/2019, where it will be distributed to all internal stakeholders for detailed review and comments.</p> <p>Reason As the draft version of the Paid Parking Strategy report was received in late</p>



			<p>May, it was not possible to finalise it in the reporting period and progress it to the internal stakeholder review stage.</p> <p>Remedial Action</p> <p>Once the final draft report is received, formal consultation with all internal stakeholders and will take place. After this, Councillors will be briefed on the findings and recommendations. This is expected to occur in 2018/2019.</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>	<p><input checked="" type="checkbox"/> 100%</p>	<p>Council Rangers monitored and enforced parking restrictions on all state and local roads, Council owned carparks and school zones in accordance with Council's Compliance Policy. Council Rangers issued 3,469 penalty notices for various offences which equates to \$667,262. Council received 473 parking complaints during this reporting period including 46 for blocked driveways, 21 for carparks, 21 boat trailers and 352 for on-street offences. For the 2017/18 year, Council received 1,635 parking complaints, 209 for blocked driveways, 68 for carparks, 129 for boat trailers and 1,229 for on-street offences. During 2017/18 Council's regulatory staff issued 15,526 penalty notices, 9,097 for on-street offences and 6,495 for off street offences which equates to \$2,703,365.</p> <p>Council's regulatory team were very proactive in relation to safety around school's campaign. Staff issued 318 No Stopping penalty notices, 122 No Parking offences and 115 Bus Zone offences.</p> <p>Council Rangers also maximised the use of Council's Licence Plate Recognition vehicle with daily patrols of all carpark areas. Council regulatory team are also utilising newly appointed hardware to issue penalty notices.</p>
T2.1.1.2.3	<p>Investigate and prepare a parking management strategy for Ku-ring-gai local centre projects.</p> <p>Responsible Officer: Manager Urban Planning</p>	<p><input checked="" type="checkbox"/> 100%</p>	<p>In November 2017, Council considered a report on the findings of investigations into the feasibility and impact of increasing underground short-term parking on the Lindfield Village Green project, and (amongst other matters) resolved to endorse the investigation of paid parking as a funding mechanism and parking management solution across all the local centre projects.</p> <p>During the period, GTA Consultants were engaged to develop a Paid Parking Strategy for the LGA. A draft strategy will be reported to Council in 2018/19.</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

Code	Description	Progress	Stakeholders	Council Role
T3.1.1	A strategic access, traffic and transport plan is being implemented for the Northern Sydney Region. <i>Responsible Officer: Director Strategy & Environment</i>	<input checked="" type="checkbox"/>	Transport for NSW, Roads and Maritime Services, State Transit, Northern Sydney Region of Councils, Private Bus Companies, Department of Planning and Environment	Deliver, Advocate
Comments				
Over the Delivery Program period Council advocated and collaborated with others regarding pro-active measures for access, traffic and transport for the Northern Sydney Region. This included bus transport, traffic modelling, commuter parking and bike planning. Key achievements include Council's collaboration with regional partners to pursue a Northern Beaches transit link and the need to provide improved east-west connectivity between Ku-ring-gai and the Northern Beaches/Macquarie Park. Review, planning and implementation for regional transport links will continue via Transport for NSW and as part of the recently exhibited Sydney North District Plan.				

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>	<input checked="" type="checkbox"/> 100%	Council participates in North District regional forums including the North Shore Regional Organisation of Councils (NSROC) for the implementation of the North District planning process to advocate for an accessible public transport and regional road network that meets the diverse and changing needs of the community.
Key Achievements			
Council has had key input into the final North District Plan (2056) which includes a range of planned infrastructure to improve strategic access, traffic and transport plan for the Northern Sydney Region.			

Operational Plan Tasks

Code	Description	Progress	Comments
T3.1.1.1.1	<p>Participate in North District regional forums including North Shore Regional Organisation of Councils (NSROC) to advocate for and present Ku-ring-gai's policy objectives.</p> <p>Responsible Officer: <i>Manager Urban Planning</i></p>	<input checked="" type="checkbox"/> 100%	<p>During the reporting period, North District regional forums, including the North Shore Regional Organisation of Councils (NSROC) provided opportunities to advocate for and present Ku-ring-gai's policy objectives.</p> <p>This included discussion in the NSROC forum on a framework to manage the presence of dockless share bikes, as well as the development of a NSROC-wide Transport Fact Base, to identify priorities and to develop an approach to working with the Greater Sydney Commission through a Growth Infrastructure Compact. At this stage, the Transport Fact Base is being developed by NSROC with input from member councils.</p> <p>In the Greater Sydney Commission's North District Plan (released earlier in the year), the Chatswood - Dee Why (via Frenchs Forest) corridor is identified as a "Centre Serving Transport Investigation Corridor". This means a higher density corridor concentrated within 10km of metropolitan centres providing high frequency access to metropolitan cities/centres with more frequent stopping patterns. The Future Transport Strategy 2056 also states that over the next 10 years the Chatswood - Dee Why (via Frenchs Forest) corridor is targeted for investigation of improved bus services between Northern Beaches and Chatswood.</p>

Critical Action

Code	Description	Progress	Comments
T3.1.1.2	<p>Pursue regional collaboration to progress the F3 to M2 Motorway link.</p> <p>Responsible Officer: <i>Director Strategy & Environment</i></p>	<input checked="" type="checkbox"/> 100%	<p>Council has continued to monitor and provide feedback on the implementation of the NorthConnex project.</p>
Key Achievements			
The NorthConnex is due for completion in early-mid 2019.			



Operational Plan Tasks

Code	Description	Progress	Comments
T3.1.1.2.1	Monitor and report on progress of the NorthConnex link. Responsible Officer: Director Operations	<input checked="" type="checkbox"/> 100%	<p>Work commenced in May 2018 to decommission the acoustic shed at the Southern Interchange, to accommodate the permanent Motorway Control Centre, ventilation facility and emergency response facility. A pullover bay was also constructed on the M1 Pacific Motorway northbound at Carrington Street Wahroonga.</p> <p>Intelligent transport communication systems will be installed under the road to help monitor and improve traffic flows when the NorthConnex tunnel is operational. Work to install a permanent electronic message sign and CCTV on 1722- 1728 Pacific Highway (west of Lucinda Avenue), Wahroonga is continuing.</p> <p>M2 Motorway integration work is to be completed mid-2018 with new tunnel entry/exit points to continue until 2019. The dedicated bus lane on the Hills M2 Motorway was re-opened in February 2018 between Pennant Hills Rd and Windsor Rd. The bus lane had been closed for two years while work to integrate the NorthConnex tunnel project with the M2 Motorway was completed.</p>

Critical Action

Code	Description	Progress	Comments
T3.1.1.3	Implement road network improvements identified in the Ku-ring-gai Contributions Plan 2010. Responsible Officer: Director Operations	<input checked="" type="checkbox"/> 100%	<p>Works in the Ku-ring-gai Contributions Plan 2010 have been included in the 10 year Traffic and Transport Plan (currently being updated) and the Long Term Financial Plan, along with indicative timings. These works are typically development or Council project driven and will depend on development occurring in the local centres. Progress on projects in Gordon, Lindfield and Turramurra during the reporting period is outlined below:</p> <ul style="list-style-type: none"> - Gordon local centre transport planning: new road link between Dumaresq Street and Moree Street is in early stages of construction, with developments proceeding adjacent to the new road link which rely on it for vehicular access (upon completion). - Lindfield local centre: a funding application for new traffic signals at the intersection of Pacific Highway and Strickland Avenue was unsuccessful. These works are connected with development on the eastern side of the Lindfield local centre. However, RMS is still reviewing Council's traffic model and is investigating refinements to the model, and concurrence needs to be received before these projects can progress further. The funding application for new traffic signals at the intersection of Pacific Highway and Strickland Avenue will be renominated to the 2019/2020 funding program in anticipation of RMS' concurrence to the Lindfield transport model. <p>During the period, a report on the Voluntary Planning Agreement (VPAs) for the widening of Havilah Lane was considered by Council, and Council resolved</p>



to place it on statutory public exhibition and report it back after the close of the exhibition. Once the VPA is executed, planning could commence on improving vehicle access, pedestrian facilities and the streetscape in Havilah Lane.

- Turramurra local centre: RMS advised some additional modelling work that Council would need to undertake to satisfy RMS requirements. The need for this additional work is being reviewed in light of further planning that may occur in the Turramurra local centre, which may necessitate further transport studies. Similar to Lindfield local centre, concurrence by RMS is required.

Operational Plan Tasks

Code	Description	Progress	Comments
T3.1.1.3.1	<p>Plan for works in response to development in local centres.</p> <p>Responsible Officer: Manager Urban Planning</p>	<p><input checked="" type="checkbox"/> 100%</p>	<p>Works in the Ku-ring-gai Contributions Plan 2010 have been included in the 10 year Traffic and Transport Plan (currently being updated) and the Long Term Financial Plan, along with indicative timings. These works are typically development or Council project driven and will depend on development occurring in the local centres. Progress on projects of note during the reporting period include:</p> <ul style="list-style-type: none"> - Gordon Local Centre transport planning. The Dumaresq Street - Moree Street road link is in the early stages of construction, with developments proceeding adjacent to the new road link which rely on it for vehicular access (upon completion). During the period, there was no further progress in commencing a design for the modification and widening of Fitzsimons Lane, in connection with voluntary planning agreements (VPAs) with adjoining mixed use developments. - Lindfield Local Centre. The funding application for new traffic signals at the intersection of Pacific Highway and Strickland Avenue was notified as unsuccessful. These works are connected with development on the eastern side of the Lindfield local centre. However, RMS is still reviewing Council's traffic model and is investigating refinements to the model, and concurrence needs to be received before these projects can progress further. The funding application for new traffic signals at the intersection of Pacific Highway and Strickland Avenue will be renominated to the 2019/2020 funding program in anticipation of RMS' concurrence to the Lindfield transport model. During the period, a report on the Voluntary Planning Agreement (VPAs) for the widening of Havilah Lane was considered by Council, and Council resolved to place it on statutory public exhibition and report it back after the close of the exhibition. Once the VPA is executed, planning could commence on improving vehicle access, pedestrian facilities and the streetscape in Havilah Lane. - Turramurra Local Centre. RMS advised some additional modelling work that Council would need to undertake to satisfy RMS requirements. The need for this additional work is being reviewed in light of further planning that may occur in the Turramurra



		local centre, which may necessitate further transport studies. Similar to Lindfield local centre, concurrence by RMS is required.
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Term Achievement

Code	Description	Progress	Stakeholders	Council Role
T3.1.2	Council engages with the State Government to upgrade regional roads and reduce congestion in the local road network.	<input checked="" type="checkbox"/>	Roads and Maritime Services, Northern Sydney Region of Councils	Advocate

Responsible Officer: Director Operations

Comments

Council upgraded sections of The Comenarra Parkway under the Repair Program as a shared cost 50/50 between the Roads & Maritime Services (RMS). A recent road safety upgrade to Lady Game Drive between Blackbutt Creek and De Burgh Road was completed. This was funded by the Federal Government as part of its Australian Government Black Spot Programme, administered by the RMS, which aims to improve traffic safety along this section of road. Council was actively involved with the RMS in the introduction of clearway restrictions on Mona Vale Road from Pymble to St Ives and on the Pacific Highway between Pymble and Wahroonga. A recent upgrade with funding received from RMS, included the pedestrian facilities on Kissing Point Road outside Turramurra Public School. In addition, funding was received from RMS to upgrade the pedestrian facilities on Ryde Road outside Gordon West Public school. Both of these projects were completed during 2017/2018. Council continued to work on the current major projects including the Lindfield Community Hub and Lindfield Village Green that involved improvements to the Pacific Highway and nearby streets.

Critical Action

Code	Description	Progress	Comments
T3.1.2.1	A program of prioritised works has been developed and is being implemented in partnership with State government to improve the efficiency of major roads. Responsible Officer: Director Operations	<input checked="" type="checkbox"/> 100%	There are a number of major projects in Council's Development Contributions Plan and Long Term Financial Plan that involve improvements to major roads. Major projects include: - Lindfield Community Hub and Lindfield Village Green - improvements to Pacific Highway and nearby local roads in Lindfield are being incorporated in the respective scopes - Turramurra Community Hub - improvements to Pacific Highway and nearby local roads in Turramurra are being incorporated in the project scope. - Gordon Cultural and Civic Hub - improvements to Pacific Highway and nearby local roads in Gordon will be considered in the project scope. - Lady Game Drive - Council received 100% funding (\$1.364 million) from Roads and Maritime Services (RMS) for improvements to a section between Blackbutt Creek and De Burgh Road, and 95% of this project has been completed. Council is yet to engage a vegetation contractor to complete the project, and the project is expected to be completed by end of 2018. - Council has submitted a proposal for funding under the Australia Black Spot and NSW Safer Roads program to introduce measures to minimise the risk of



			<p>head on collisions on Killeaton Street west of Warrimoo Avenue.</p> <ul style="list-style-type: none"> - A pedestrian refuge island was constructed in Burns Road, North Turramurra between Trentino Road and Finchley Place as per the Road Safety Audit's recommendation. - The proposal to construct a pedestrian refuge island on The Comenarra Parkway to the south of Parker Avenue (west) was abandoned due to design constraints – insufficient line of sight to meet standards. - RMS partly funded the upgrade of the existing at-grade pedestrian crossing in Kissing Point Road outside Turramurra Public School under its Pedestrian safety Infrastructure Program Around Schools. This crossing was upgraded to a Wombat Crossing and the RMS contributed \$50,000 towards this project and council funded the remaining cost. This project was completed in June 2018. - Council received 100% funding from RMS to improve facilities around Gordon West Public School. This project included the installation of pedestrian fence on Ryde Road, new pram ramps and adjustment to cross overs at the signalised pedestrian crossing. The project cost is around \$80,000 and it was fully funded by RMS. This project was also completed in June 2018.
<p>Key Achievements</p>			
<p>Several traffic related projects have been completed, especially to improve pedestrian safety at schools and where there are significant pedestrian movements.</p>			

Operational Plan Tasks

Code	Description	Progress	Comments
T3.1.2.1.1	<p>Pursue funding opportunities with Roads and Maritime Services (RMS) for improvement works on regional roads and at blackspot locations.</p> <p>Responsible Officer: <i>Manager Urban Planning</i></p>	<p><input checked="" type="checkbox"/> 100%</p>	<p>In March 2018, RMS notified Council that it was unsuccessful for funding under the 2018/2019 Black Spot program, however, the nominations that were endorsed by RMS but not successful can be nominated in the 2019/2020 Black Spot program. These were:</p> <ul style="list-style-type: none"> * Lady Game Drive Killara - upgrade of roundabout at the intersection with Moore Street/Highfield Road to two lane roundabout. * Pacific Highway Lindfield - install new traffic signals at the intersection with Strickland Avenue. <p>Applications for the 2019/2020 Black Spot program have opened, and close 31 July 2018. It is likely that the above projects will be resubmitted for nomination, and early investigation work has commenced for other project nominations at other sites in the LGA.</p>



Theme: Local Economy and Employment





Performance Indicators

Code	Description	Baseline	Yearly Target	Units	Achieved Amount	Yearly Rating Image
E1.1.1.A	Businesses in Ku-ring-gai Local Government Area (LGA).	In 2011/2012 there were an estimated 13,499 local businesses in Ku-ring-gai Local Government Area (LGA). (Data source: National Institute of Economic and Industry Research (NIEIR))	13,499	Businesses	14,436 (ABS 2017)	
E1.1.1.B	Economic employment promotion initiatives delivered or facilitated by Council.	Completion of agreed annual program. (Data source: Council)	100	%	100	
E1.1.1.C	Local jobs in Ku-ring-gai Local Government Area (LGA).	In 2011/2012 there were an estimated 34,835 local jobs in Ku-ring-gai LGA, equivalent to 0.97% of total jobs in NSW. (Data source: National Institute of Economic and Industry Research (NIEIR))	34,835	Local jobs	35,490	
E1.1.2.A	Small business discussion sessions delivered and/or facilitated by Council.	Completion of agreed annual program. (Data source: Council)	10	Sessions	14	
E1.1.2.B	Small business discussion participants who consider the events add value to local businesses.	Annual target of 75%. (Data source: Council)	75	%	95	
E1.1.2.C	Business sectors represented at small business discussion sessions.	Annual target of 5+ sectors. (Data source: Council)	>5	Sectors	17	
E2.1.1.A	Participants involved in economic employment forums, workshops and initiatives facilitated by Council.	Annual target of 45 participants. (Data source: Council)	45	Participants	356	
E2.1.1.B	Business forums delivered and/or facilitated by Council.	Completion of agreed annual program. (Data source: Council)	2	Forums	0	
<p>Comment: This performance indicator is no longer required. Business forums were set up when Council joined the NSW Easy to Do business program. The program has since changed and the need to engage business in a specific forum event is no longer necessary. In addition, feedback from Council's other business events have indicated that participants wish to engage with Council on an ongoing basis through event feedback, face to face conversations with council staff and surveys etc. Business forums will only occur when a specific need is identified.</p>						
E2.1.1.C	Participant satisfaction with business forums.	Annual target of 80%. (Data source: Council)	80	%	0	
<p>Comment: See E2.1.1.B</p>						
E2.1.1.D	Business forum participants likely to attend future events.	Annual target of 80%. (Data source: Council)	80	%	0	
<p>Comment: See E2.1.1.B</p>						



E2.1.1.E	E-newsletters delivered to local business subscribers.	Annual target of 11 E-newsletters. (Data source: Council)	11	E-newsletters	11	
E3.1.1.A	Visitation promotion initiatives delivered or facilitated by Council.	Completion of agreed annual program. (Data source: Council)	100	%	100	
E3.1.2.A	Visits to selected Ku-ring-gai attractions.	In 2012/2013 there were 12,384 visits to the Ku-ring-gai Wildflower Garden. (Data source: Council)	12,000	Visits	54,350	
<p>Comment: Patronage at the Wildflower Garden has risen significantly since 2012/2013 as a result of new facilities, programs and marketing. Visitation during 2017/18 for programs, visitors, and functions remained high.</p>						





Term Achievements, Critical Actions and Tasks

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

Code	Description	Progress	Stakeholders	Council Role
E1.1.1	Ku-ring-gai's opportunities and assets are promoted to strengthen and attract business and employment to the area. <i>Responsible Officer: Director Community</i>	<input checked="" type="checkbox"/>	Chambers of Commerce, Local Business Associations, Business and Land Owners, Developers, Government Agencies	Facilitate, Lead
Comments				
Council staff continue to research and monitor the activities of councils, other government agencies and relevant public and private bodies to identify best practice and suitable programs which could be applied in Ku-ring-gai. Council has recently joined the Service NSW Easy to do business Program which is designed to assist business to establish or expand. At present, this service focuses on Small Bars, Cafes and restaurants. However, it will be progressively rolled out to other industry sectors in the near future. Council is also closely liaising with the NSW Department of Industry with a view to assisting them develop and pilot a program to support home based businesses.				

Critical Action

Code	Description	Progress	Comments
E1.1.1.1	Research opportunities to strengthen and attract business to Ku-ring-gai. <i>Responsible Officer: Director Community</i>	<input checked="" type="checkbox"/> 100%	Council maintains continuing dialogue with local business groups and bodies, actively involving them in events and projects where appropriate. Through these strengthened relationships Council is seeking to define more specific business engagement and economic development projects in the short to medium term.

Operational Plan Tasks

Code	Description	Progress	Comments
E1.1.1.1.1	Continue to identify opportunities to promote and strengthen local economy and employment growth in liaison with the Office of the NSW Small Business Commissioner, NSW Business Chamber, local Chambers of Commerce and surrounding councils. <i>Responsible Officer: Manager Corporate Communications</i>	<input checked="" type="checkbox"/> 100%	Council staff continue to research and monitor the activities of councils, government agencies and relevant public and private bodies to identify best practice and suitable programs which could be applied in Ku-ring-gai. Council has recently joined the Service NSW Easy to do business Program which is designed to assist business to establish or expand. At present, this service focuses on small bars, cafés and restaurants but will be progressively rolled out to other industry sectors in the near future. Council is also closely liaising with the NSW Department of Industry with a view to assisting them develop and pilot a program to support home based businesses.



Critical Action

Code	Description	Progress	Comments
E1.1.1.2	Develop a strategic program in collaboration with economic partners, to promote Ku-ring-gai as a place to invest in business and employment generating activities. <i>Responsible Officer: Director Community</i>	<input checked="" type="checkbox"/> 100%	Council continued to collaborate with economic partners, to promote Ku-ring-gai as a place to invest in business and employment generating activities. This included programs with the Office of the NSW Small Business Commissioner, NSW Business Chamber, local Chambers of Commerce, surrounding councils and the CSIRO.

Operational Plan Tasks

Code	Description	Progress	Comments
E1.1.1.2.1	Continue to engage local businesses in revitalisation projects in Lindfield and Turramurra Local Centres to ensure business/economic and employment needs inform decision-making. <i>Responsible Officer: Manager Corporate Communications</i>	<input checked="" type="checkbox"/> 100%	Council staff engage with businesses at appropriate times. During this period Council has undertaken a range of engagement activities to actively include local business and related groups with the development of the projects. The focus has been on the Lindfield Hub due to the stage that the project is currently at. Council has distributed information regarding the Lindfield Village Hub and Village Green projects via e-newsletter on multiple occasions. A full review of related Council webpages has been undertaken to include easily understandable information, FAQs, timelines etc.

Critical Action

Code	Description	Progress	Comments
E1.1.1.3	Build partnerships with business and stakeholders to promote business opportunities. <i>Responsible Officer: Director Community</i>	<input checked="" type="checkbox"/> 100%	Council maintains ongoing dialogue and targeted communications where appropriate to promote Ku-ring-gai business opportunities and activities. This is done via the Ku-ring-gai Business Connections E-news as well as targeted email and social media communications.

Operational Plan Tasks

Code	Description	Progress	Comments
E1.1.1.3.1	Continue targeted engagement of business groups and bodies actively promoting Ku-ring-gai business opportunities and activities as well as providing access to relevant local and regional information that may assist local businesses. <i>Responsible Officer: Manager Corporate Communications</i>	<input checked="" type="checkbox"/> 100%	Council staff continued discussions with local businesses, chambers and groups to implement priorities and actions. The outcomes of these discussions inform Council's plans for business engagement and other economic development activities.



Term Achievement

Code	Description	Progress	Stakeholders	Council Role
E1.1.2	Opportunities are pursued to strengthen our local and neighbourhood centres to promote small and medium businesses in Ku-ring-gai.	<input checked="" type="checkbox"/>	Chambers of Commerce, Local Business Associations, Business and Land Owners, Developers, Government Agencies, Utilities, Residents, Community Groups	Facilitate, Lead

Responsible Officer: Director Community

Comments

During the reporting period Council staff have presented a range of engagement activities to actively include local business and related groups with the development of economic development projects. A recent focus has been on Lindfield Hub and Village Green projects with communication to businesses via e-newsletters. A full review of related Council web pages has been undertaken to include easily understandable information, FAQs, and project timelines.

Critical Action

Code	Description	Progress	Comments
E1.1.2.1	Engage businesses in the centres to provide input into improvement plans.	<input checked="" type="checkbox"/> 100%	Council regularly communicates with local business chambers and business groups to keep them informed about local centre upgrades via face-to-face meetings and written correspondence. Communication has been reignited with businesses at the Lindfield Village Hub.

Responsible Officer: Director Community

Operational Plan Tasks

Code	Description	Progress	Comments
E1.1.2.1.1	Actively engage with businesses in local centres to ensure their needs are accommodated in local centre upgrades.	<input checked="" type="checkbox"/> 100%	During the reporting period Council continued to update the business community about its local centre upgrades through various communications methods. The focus has been on the Lindfield Hub this period due to the projects progression.

Responsible Officer: Manager Corporate Communications

Critical Action

Code	Description	Progress	Comments
E1.1.2.2	Pursue opportunities for events at local places and spaces to strengthen the local economy.	<input checked="" type="checkbox"/> 100%	Council continued to support local events including the St Ives Food and Wine Festival, Wahroonga Food and Wine Festival, Ku-ring-gai Chase Fun Run Event, Bobbin Head Cycle Classic and Carols in the Park. Council also supports local organisations including the Ku-ring-gai Philharmonic Orchestra. In addition the Small Business Roundtable events have been held in local business' premises resulting in a raised profile within the local business community.

Responsible Officer: Director Community



Operational Plan Tasks

Code	Description	Progress	Comments
E1.1.2.2.1	Facilitate existing and new events by business and community organisations through guidelines, sponsorship and other mechanisms. Responsible Officer: <i>Manager Corporate Communications</i>	<input checked="" type="checkbox"/> 100%	Councils adopted Sponsorship and Donations Policy facilitates the existing and new events via financial and in kind support.





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

Code	Description	Progress	Stakeholders	Council Role
E2.1.1	Ku-ring-gai's business community, government agencies and regional partners are working in an effective and integrated way to strengthen and develop Ku-ring-gai's local economic base. <i>Responsible Officer: Director Community</i>	<input checked="" type="checkbox"/>	Northern Sydney Region of Councils, NSW Trade and Investment, Chambers of Commerce, Local Business Associations	Facilitate, Advocate, Lead
Comments				
Council continues to work with economic partners and Chambers of Commerce to develop strategies and programs to support local businesses. Council communicates to local businesses via business e-news on a monthly basis.				

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>	<input checked="" type="checkbox"/> 100%	Council maintains ongoing communications with economic partners and state agencies for the benefit of Ku-ring-gai. Council delivers regular business events and communicates with the economic community via e-news.

Operational Plan Tasks

Code	Description	Progress	Comments
E2.1.1.1.1	Continue to engage with local Chambers of Commerce and the business community, including holding business forums and small business discussion sessions, to identify and implement economic development priorities and actions, discuss relevant issues and pro <i>Responsible Officer: Manager Corporate Communications</i>	<input checked="" type="checkbox"/> 100%	Council staff are in regular contact with the local business community. So far in 2018, eight business engagement events have taken place which seek to educate and connect local businesses as well as give Council staff valuable insights into the local business sector. Reports are provided to Council on a six monthly basis providing more detailed information.
E2.1.1.1.2	Create and deliver e-newsletters to local business subscribers about issues of interest to the local business community. <i>Responsible Officer: Manager Corporate Communications</i>	<input checked="" type="checkbox"/> 100%	Council delivers the business e-news on a monthly basis (except in January) with currently 859 subscribers.



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. Responsible Officer: Director Community	<input checked="" type="checkbox"/> 100%	During the reporting period, Council continued discussions with local and regional business stakeholders to ensure it's aware and able to take advantage of opportunities available. This also ensures that these stakeholders understand Council's business related activities. Council staff are also in regular contact with Economic Development Australia NSW and attend events as appropriate.

Operational Plan Tasks

Code	Description	Progress	Comments
E2.1.1.2.1	Actively engage with local and regional business stakeholders including Chambers of Commerce (Ku-ring-gai, Hornsby, Ryde, Warringah, Chatswood), NSW Business Chamber and Office of the NSW Small Business Commissioner, and Economic Development Australia's t Responsible Officer: Manager Corporate Communications	<input checked="" type="checkbox"/> 100%	Council staff actively engaged with these groups on an ongoing basis. In late 2017 Council convened with economic development (ED) staff from North Sydney, City of Ryde, Willoughby and Northern Beaches Councils to discuss regional economic development initiatives and seek opportunities for collaboration. This group has now expanded to include Lane Cove and Mosman. A proposal to convert this group to a NSROC Professional Officers' Group (POG) was considered by NSROC in June 2018. The proposal was not pursued pending the outcomes of strategic ED projects being undertaken elsewhere. Council staff will continue to meet on a casual basis and will revisit the NSROC POG proposal at a later date.



Issue: Visitation opportunities

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
E3.1.1	Tourism business has been strengthened and expanded. <i>Responsible Officer: Director Community</i>	✓	Destination NSW, Local Business Operators	Facilitate
Comments				

Work continues on the implementation of Council's Destination Management Plan through innovative and popular events. A Spring Festival has been proposed to celebrate the 50th anniversary of the Wildflower Garden, and the Art and Garden Festival and St Ives Medieval Faire will be held in August and September. Discussions are continuing with Eco-line regarding the high ropes course. Music festivals and events at the St Ives Precinct throughout the reporting period have become very popular and will continue over the next few months.

Critical Action

Code	Description	Progress	Comments
E3.1.1.1	Work with partners to develop a tourism and visitation strategy for Ku-ring-gai. <i>Responsible Officer: Director Community</i>	✓ 100%	During the period Council continued to work with partners to further develop tourism opportunities in Ku-ring-gai. Councils adopted Destination Management Plan continued to be implemented and a series of events were scheduled to increase tourism in the local area.

Operational Plan Tasks

Code	Description	Progress	Comments
E3.1.1.1.1	Finalise plan and commence key actions identified in the Ku-ring-gai Destination Management Plan 2017 to 2020. <i>Responsible Officer: Manager Community & Recreation Services</i>	✓ 100%	Work continued on the implementation of the Destination Management Plan (DMP) with a consultant engaged to further develop some of the bush and environmental aspects of the DMP. A Spring Festival is proposed for 2019, a 50th celebration of the opening of the Wildflower Garden will be held in October 2018 and the Wildflower Art and Garden Festival and St Ives Medieval Faire will be held again in 2018. Discussions continued with National Parks, Eco-line regarding the high ropes course and the organic food markets. An external company will be hosting a music festival at the St Ives Showground in October which could potentially lead to more events from outside hirers.



Term Achievement

Code	Description	Progress	Stakeholders	Council Role
E3.1.2	Ku-ring-gai is marketed as a provider of a range of visitor activities and experiences. <i>Responsible Officer: Director Community</i>	✓	Chambers of Commerce, Local Business Associations, Local Businesses, Local Groups, Associations	Facilitate

Comments

Council regularly promotes and supports a wide range of local activities including the Wahroonga Food and Wine Festival, St Ives Food and Wine Festival, the organic food market in Turramurra, the St Ives Show, Eryldene events and various service club events and activities.

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. <i>Responsible Officer: Director Community</i>	✓ 100%	Ku-ring-gai continued to develop a reputation for well run and interesting events. Council provided ongoing sponsorship, promoted and supported various local activities during the reporting period for the Ku-ring-gai community.

Operational Plan Tasks

Code	Description	Progress	Comments
E3.1.2.1.1	Undertake a marketing program annually that recognises, promotes and supports local activities, both new and existing. <i>Responsible Officer: Director Community</i>	✓ 100%	Council regularly promotes and supports a wide range of local activities including the Wahroonga Food and Wine Festival, St Ives Food and Wine Festival the organic food market in Turramurra, the St Ives Show, Eryldene events and various service club events and activities.



Theme: Leadership and Governance















Performance Indicators

The financial indicators are subject to completion of the end of financial year review and external audit review and will be reported to Council as part of the Draft Financial Statements for 2017/18.

Code	Description	Baseline	Yearly Target	Units	Achieved Amount	Yearly Rating Image
L2.1.1.A	Occupancy rate of Council property portfolio.	Annual target for occupancy rate. (Data source: Council)	90	%	100 (combined retail and residential portfolio) Note – 64 for 828 Pacific Highway, Gordon. Based on NLA	
L2.1.1.B	Debt Service Percentage.	Annual target less than or equal to 4% for Council's debt service percentage (ability to service debt). (Data source: Council's Financial Statements)	4	%	1.49	
L2.1.1.C	Working Capital.	Annual target greater than or equal to \$4 million. (Data source: Council's Financial Statements)	4	\$ Million	4.7	
L2.1.1.D	Unrestricted Current Ratio.	In 2012/2013 Council's unrestricted current ratio (liquidity) was 2.04:1. (Data source: Council's Financial Statements)	2	Ratio	3.05	
L2.1.2.A	Rates and Annual Charges Coverage Percentage. <i>Lesser is better</i>	Annual target less than or equal to 60% dependence on rates income. (Data source: Council Financial Statements)	60	%	53.04	
L2.1.2.B	Rates Outstanding Percentage. <i>Lesser is better</i>	Annual target less than or equal to 4% for rates outstanding percentage (impact of uncollected rates on Council's liquidity). (Data source: Council's Financial Statements)	4	%	2.96	
L2.1.2.C	Statutory financial reports are prepared and reported to Council in compliance with legislative requirements.	In 2012/2013 all statutory financial reports were reported to Council within statutory timeframes and to legislative standards. (Data source: Council)	100	%	100	
L2.1.2.D	Invoices paid to small businesses within 30 days from invoice date.	Annual target of 90% invoices. (Data source: Council)	90	%	86	
Comment: The achieved annual target of 86% has slightly decreased due to delays in some payments as part of the end of financial year process, however this will be rectified in						



the month of July.					
L2.1.4.A	Building and Infrastructure Renewals Funding Ratio.	In 2012/2013 Council's Building and Infrastructure Renewals Ratio was 95.45%. (Data source: Council's Financial Statements)	100	%	61 
<p>Comment: A ratio of 61% indicates that the amount spent on renewing infrastructure assets is lower than the amount of depreciation. The renewal ratio did not achieve benchmark due to delays in finalising renewal projects that have been carried forward to the new financial year. Part of the renewal expenditure has been recognised in work in progress which does not form part of the ratio calculation. Council will continue to focus on appropriate asset standards for renewal of its assets and prioritise renewal capital works program.</p>					
L3.1.1.A	Statutory governance and integrated planning reports are prepared and reported to Council in compliance with legislative requirements.	In 2011/2013 all statutory governance and integrated planning reports were reported to Council within statutory timeframes and to legislative standards. (Data source: Council)	100	%	100 
L3.1.2.A	Risk management performance against Council's Enterprise Risk Management Framework.	Annual target of Risk Management Reports presented to quarterly Audit Committee meetings consistent with Council's Enterprise Risk Management Framework. (Data source: Council)	100	%	100 
L3.1.3.A	Council's Business Papers are accessible via Council's website in a timely manner.	Annual target of 100% of Council's Business Paper compiled, delivered and accessible within the Code of Meeting Practice timeframes. (Data source: Council)	100	%	100 
L3.1.3.B	Request for information applications completed within statutory timeframes.	In 2012/2013 90% of applications under GIPA and PPIPA were processed within statutory timeframes. (Data source: Council)	90	%	100 
L3.1.3.C	Council's policies are accessible via Council's website in a timely manner.	98% of Council policies are accessible via Council's website. (Data source: Council)	98	%	100 
L3.1.5.A	Staff Turnover Rate. <i>Lesser is better</i>	In 2012/2013 there was a 9% turnover rate for full-time employees. (Data source: Council) (Based on the quarterly data of permanent F/T & P/T employee turnover, total % for the FY is < or > 10%)	10	%	16 
<p>Comment: The increase in turnover seen during this period is attributed to an increase in the number of older workers retiring, in addition to the organisational change process.</p>					
L3.1.5.B	Reduction in Lost Time Injuries (LTI).	Annual target for reduction in lost time injuries. (Data source: Council)	5	No.	12 
<p>Comment: The target for Lost Time Injuries was not met in this period due to the carry-over and re-lodgement of claims that had been previously denied by the Insurer. Additional claims related to Council initiatives for hearing and skin cancer checks were also lodged leading to an increase in the number of claims.</p>					
L3.1.5.C	Staff participation in learning and development.	In 2012/13 over 40% of staff completed accredited training courses or attended approved learning and development sessions. (Data source: Council)	40	%	44 
L3.1.5.D	Computer network availability.	In 2012/2013 Council's computer network was available 98% of the time to internal and external customers. (Data source: Council)	98	%	99 



L3.1.5.E	Customer service enquiries responded to within agreed service delivery standard.	Council)	Annual target of 85% customer service enquiries responded to within agreed service delivery standard. (Data source: Council)	85	%	97	
L3.1.5.F	Customer requests actioned within agreed service delivery standard.		Annual target of 85% of customer requests actioned within agreed service delivery timeframes. (Data source: Council)	85	%	86	
L4.1.1.A	Community engagement activities facilitated by Council.		Completion of agreed community engagement program. (Data source: Council)	100	%	100	
L4.1.2.A	Increase in community access of information about local activities and services.		In 2012/2013 there were 468,840 visitors who accessed information via Council's website, Facebook, Twitter, Ku-ring-gai update newsletter and local newspapers. (Data source: Council)	5	%	15	
<p>Comment: In 2017/2018 there were 540,544 visitors/users who accessed information via Council's website, Facebook, Twitter, the Ku-ring-gai Update newsletter and e-news subscribers. This increase from the baseline in 2012/2013 is attributed to the introduction and increased use of e-newsletters (44,738 subscribers) and popularity in the use of social media as a means of communicating. This aligns with current social trends in the community.</p>							





Term Achievements, Critical Actions and Tasks

Issue: Leadership

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
L1.1.1	The aspirations, objectives and priorities of our community are reflected in the Ku-ring-gai Community Strategic Plan - 'Our Community Our Future 2030' and inform Council's policy development, decision-making and program delivery.	<input checked="" type="checkbox"/>	NSW Government, Office of Local Government, Department of Planning and Environment, Community Groups, Residents, Businesses	Deliver, Lead
Responsible Officer: General Manager				

Comments

Council continued to implement the community's long term objectives and priorities, as reflected in the Community Strategic Plan 2030, through its extended five year Delivery Program. Program progress has been reported to Council bi-annually and to the community annually. The Delivery Program has also been reviewed annually as part of the preparation of the annual Operational Plan and to ensure that community objectives are being addressed. An End of Term Report presented to the previous Council in August 2017, provided a comprehensive review of achievements over the initial four year Delivery Program.

Critical Action

Code	Description	Progress	Comments
L1.1.1.1	Conduct a structured engagement program with the community around issues, challenges and opportunities affecting the achievement of agreed outcomes for Ku-ring-gai.	<input checked="" type="checkbox"/> 100%	Engagement activities are closely monitored across Council to ensure delivery of consistent high quality community engagement and that it is appropriately recorded and reported. All Integrated Planning and Reporting has been conducted in accordance with the Local Government Act, 1993. Council adopted new and revised Integrated Planning and Reporting documents, including the Community Strategic Plan, Resourcing Strategy, Delivery Program and Operational Plan in June 2018.
Responsible Officer: Director Community			

Key Achievements

Council adopted a new suite of Integrated Planning and Reporting plans in June 2018 including a new Community Strategic Plan 2038, Delivery Program 2018-2021 and Operational Plan 2018-2019 and Resourcing Strategy 2018-2028. This followed extensive consultation with the community, business and government as well as contributions from councillors and the organisation.

Council received a Gold Award for overall excellence in annual reporting for Council's 2016-2017 Annual Report received from the Australasian Reporting Awards (ARA) 2018 in the category of Public Administration – Local Government.



Operational Plan Tasks

Code	Description	Progress	Comments
L1.1.1.1.1	Monitor and report on the outcomes of community engagement and consultation and identified policy related issues. Responsible Officer: Manager Corporate Communications	<input checked="" type="checkbox"/> 100%	Council staff continued to monitor and report on community engagement activities. Advice and support is provided on major projects, the review of the Community Strategic Plan, various park redevelopments, environmental projects and changes in sporting facilities.
L1.1.1.1.2	Report on the progress of the adopted Community Strategic Plan 2030. Responsible Officer: Manager Integrated Planning, Property & Assets	<input checked="" type="checkbox"/> 100%	All required monitoring and reporting on progress of the Community Strategic Plan was completed for the six months period. This included presentation of the December Biannual report of Council's Delivery Program 2013-2017 and Operational Plan 2017-2018 to Council's Ordinary Meeting of 27 February 2018, an internal progress review for the March Quarter and quarterly budget reviews for December and March. Progress reporting for this June Bi-annual Review also confirmed that all long term objectives in the Community Strategic Plan 2030 were 'on track' for the period 2013 – 2018 and Council's term achievements in the Delivery Program were completed or substantially completed. This is consistent with the End of Term Report presented to the outgoing Council at the meeting of the 22 August 2017.
L1.1.1.1.3	Council's planning and reporting is promoted to external stakeholders, including government agencies, organisations and the broader community. Responsible Officer: Manager Integrated Planning, Property & Assets	<input checked="" type="checkbox"/> 100%	During the reporting period Council's planning and reporting of services, projects and programs was extensively promoted to stakeholders and the broader community through media releases and summaries of achievements on Council's website, reporting on the 2017-2018 December Bi-annual report and public exhibition and engagement for Council's new Integrated Planning and Reporting documents. This included comprehensive public notification of the draft plans to external stakeholders, including government agencies, community organisations and the broader community.

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
L1.1.2	Council leads the community by advocating, influencing and participating in policy development to the benefit of the local area. Responsible Officer: General Manager	<input checked="" type="checkbox"/>	Government Agencies, Northern Sydney Region of Councils	Advocate, Lead
Comments				
Council continued to proactively advocate on behalf of the Ku-ring-gai community, through its participation in a range of State and regional policy development forums and responses to wide ranging policy and legislation. Council also continued to assist the local community and businesses to increase their capacity to advocate and seek funding from other government agencies and organisations.				



Critical Action

Code	Description	Progress	Comments
L1.1.2.1	Council actively engages with stakeholders to inform the development of Council's strategies and plans as appropriate. Responsible Officer: Director Strategy & Environment	<input checked="" type="checkbox"/> 100%	Council continued to participate in, advocate for and responded to policy development affecting Ku-ring-gai which resulted in a number of submissions being made to State Government.

Operational Plan Tasks

Code	Description	Progress	Comments
L1.1.2.1.1	Proactively participate in and respond to policy development affecting Ku-ring-gai at state and regional levels. Responsible Officer: Manager Integrated Planning, Property & Assets	<input checked="" type="checkbox"/> 100%	<p>During the period Councillors and Council officers continued to participate in, advocate for and respond to policy development affecting Ku-ring-gai at state and regional levels through state and regional representative groups and committees. The below list also includes circulars from the Office of Local Government and legislative updates affecting the local government sector:</p> <ul style="list-style-type: none"> * Establishment of a Council Engagement Team (February 2018) * Councillor Induction and Professional Development Guidelines and Model Code of Meeting Practice for Local Councils in NSW (February 2018) * Office of Local Government – Financial Reporting Roadshows 2018 (February 2018) * Commencement of the Biodiversity Offset Scheme (February 2018) * Local Government (General) Amendment (Minimum Rates) Regulation 2018 (February 2018) * Biodiversity Conservation (Savings and Transitional) Amendment Regulation 2018 (February 2018) * Environmental Planning and Assessment Amendment Regulation 2018 (February 2018) * Participation in local government working groups to implement the Greater Sydney Regional Plan and North District Plan * Changes in crown reserve management under the Crown Land Management Act, 2016 which will introduce changes to the way crown reserves are managed by councils * Information was provided to the Department of Planning and Environment as part of their data collection process for the Recreation Needs Greater Sydney Study * Representation on NSROC regional groups * Councillor representation on regional committees.



Term Achievement

Code	Description	Progress	Stakeholders	Council Role
L1.1.3	Partnerships are established with government agencies, regional and local organisations and community groups and are working to achieve Ku-ring-gai's community outcomes.	<input checked="" type="checkbox"/>	Government Agencies, Northern Sydney Region of Councils	Advocate, Lead
Responsible Officer: General Manager				
Comments				
Ku-ring-gai's Community Strategic Plan 2030 identified stakeholders, other than Council, who can play a role in delivering the community's desired outcomes stated in the Plan. Council continued to actively pursue and support numerous partnerships with government, business, community and not for profit groups to deliver those community outcomes across all themes in the Plan over the four year period.				

Critical Action

Code	Description	Progress	Comments
L1.1.3.1	Pursue new opportunities for partnership arrangements with other agencies, organisations and community groups to achieve community outcomes.	<input checked="" type="checkbox"/> 100%	Council continued to build relationships with stakeholder groups in the community such as in relation to the proposed redevelopment of Lindfield and Turramurra centres. Ongoing support and networking continued with local and regional business groups via the business engagement function.
Responsible Officer: Director Community			

Operational Plan Tasks

Code	Description	Progress	Comments
L1.1.3.1.1	Pursue priority areas where partnership arrangements will provide tangible benefits to the local area.	<input checked="" type="checkbox"/> 100%	Council administers a Sponsorship Policy and Financial Assistance Program which provide funding for a number of community organisations to present a range of community programs and events that benefit the community.
Responsible Officer: Director Community			



Term Achievement

Code	Description	Progress	Stakeholders	Council Role
L1.1.4	Council's responses to government policy and reforms are guided by and aligned with the adopted Community Strategic Plan 'Our Community Our Future 2030'.	<input checked="" type="checkbox"/>	NSW Government, Office of Local Government, Department of Planning and Environment, Residents, Businesses	Advocate, Lead
Responsible Officer: <i>General Manager</i>				
Comments				
Over the previous twelve months Council continued to provide responses to numerous proposed local government reforms, legislative and regulatory changes and new State Government plans. Council's responses were comprehensively researched and consistent with the long term objectives in the Community Strategic Plan 2030.				

Critical Action

Code	Description	Progress	Comments
L1.1.4.1	The organisation responds flexibly, proactively and equitably to challenges and opportunities arising from government policy changes and reforms. Responsible Officer: <i>Director Corporate</i>	<input checked="" type="checkbox"/> 100%	Council continued to respond to government policy and reforms and has provided submissions in regards to consultation drafts of the Model Code of Conduct and Procedures for the Administration Model Code, Code of Meeting Practice and the Guidelines for Councillor Induction and Professional Development. Council also implemented a new Local Planning Panel (also known as Independent Hearing and Assessment Panel) in accordance with changes to the Environmental Planning and Assessment Act, 1979 and has ensured the required governance framework of these meetings, including the development of a compliant Code of Meeting Practice and procedures.
Challenges			
Council provided submissions in regards to consultation drafts of the Model Code of Conduct and Procedures for the Administration Model Code, Code of Meeting Practice and the Guidelines for Councillor Induction and Professional Development. Council also implemented a new Local Planning Panel (also known as Independent Hearing and Assessment Panel) in accordance with changes to the EPA Act and has ensured the required governance framework of these meetings, including the development of a compliant Code of Meeting Practice and procedures.			

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 Responsible Officer: <i>Director Corporate</i>	<input checked="" type="checkbox"/> 100%	Council has provided submissions to the Office of Local Government (OLG) regarding consultation drafts of the Model Code of Conduct and the Procedures for the Administration of the Model Code, the Model Code of Meeting Practice and the Guidelines for Councillor Induction and Professional Development.



L1.1.4.1.2	Undertake ongoing communication with our community to ensure they understand proposed changes in legislation. Responsible Officer: <i>Manager Corporate Communications</i>	<input checked="" type="checkbox"/> 100%	The focus for this period was on ensuring information on the following changes to Council policies and associated legislation was disseminated to the public; changes to lodgement of DAs (introduction of compliance levy and online lodgement); communication on the consultation period for the Community Strategic Plan (Our Ku-ring-gai 2038); communication on changing selected public tennis courts into multi-use sports courts following release of the NSROC report into regional sportsgrounds shortages.
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Issue: Financial capacity and sustainability

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


Term Achievement

Code	Description	Progress	Stakeholders	Council Role
L2.1.1	Council maintains and improves its long term financial position and performance. <i>Responsible Officer: Director Corporate</i>	 Substantially completed	Office of Local Government	Deliver, Lead
Comments				
This Term Achievement has been substantially completed. Highlights over the Delivery Program period include Council's achievement of operating surpluses in all financial years to enable investment in infrastructure, with healthy cash reserves and liquidity, and an affordable level of debt within industry benchmarks. Council was also assessed by IPART as meeting all of the financial criteria for being Fit for the Future. As part of the Roads to Sustainability review process a number of funding opportunities have been identified which will be reinvested in Council's infrastructure assets in future years contributing to a significant decrease in Council's infrastructure backlog.				



Critical Action

Code	Description	Progress	Comments
L2.1.1.1	Achieve financial sustainability targets identified in the Long Term Financial Plan. <i>Responsible Officer: Director Corporate</i>	 92%	The review of the 10 year Long Term Financial Plan (2018/19 to 2027/28) was finalised in line with the Resourcing Strategy timeline. Council's Resourcing Strategy, including the LTFP, was adopted at the Ordinary Meeting of Council held 26 June 2018. As part of the LTFP review Council adopted a 'Roads to Sustainability' funding strategy for infrastructure assets renewals. The strategy identifies additional funding sources from various initiatives and sources which will be invested in infrastructure renewal as a priority. During the current adopted LTFP, all financial indicators will be achieved and in line with identified targets. Further details on the funding strategy are provided in Council's Resourcing Strategy.


Operational Plan Tasks

Code	Description	Progress	Comments
L2.1.1.1.1	Review Long Term Financial Plan based on 10 year forecasts as part of the Resourcing Strategy review <i>Responsible Officer: Manager Finance</i>	 100%	The review of the 2018/19 to 2027/28 Long Term Financial Plan was completed as per the schedule and in line with the Resourcing Strategy timeline. Council's LTFP was adopted at the Ordinary Meeting of Council held 26 June 2018.



L2.1.1.1.2	Undertake quarterly reporting to Council on the financial performance of the organisation. Responsible Officer: Manager Finance	 100%	The end of financial year budget review was completed by budget managers on Friday 6 June 2018. End of financial year reports are currently being prepared and will be presented to Council together with the draft Financial Statements for 2017/18 in 2018/19.
L2.1.1.1.3	Undertake divestment of identified assets to invest in infrastructure assets renewal. Responsible Officer: Director Strategy & Environment	 75%	All statutory notification processes to commence the formal road closure application for Balfour Lane, Lindfield have been completed. Due to changes in legislation and lack of guidelines delays in submitting the road closure application have occurred. However, negotiations on the terms and conditions of the draft Option & Contract are being progressed. Reason The road closure application process has been delayed due to changes from delegations in the Crown Lands Amendment Act 2016. These changes will come into effect 1 July 2018 and it is anticipated that the NSW Government will provide clear guidelines to assist all councils with the new regime. Remedial Action Effective 1 July 2018 Council staff will progress the formal road closure application in accordance with the new statutory requirements.

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	 100%	Council invests its surplus funds and continuously looks to maximise its return on investments. Council's investment portfolio is compared to industry benchmark targets on a monthly basis. Over the 2017/2018 financial year, the total portfolio returned 2.94% outperforming the industry benchmark by 1.16%. This is considered a strong return given that over the past two years deposit rates reached all-time lows. The net return on investments for the financial year ended 2018 is favourable with around \$1m in interest above original budget highlighting a strong investment performance, partly due to an increase in investment portfolio, as well as achieving a higher rate of return than anticipated. Revenue raising opportunities are also investigated as part of the annual budgeting process and setting of user Fees and Charges. Council reviewed the 2018/19 fees and charges and increased the fees, where appropriate, to make sure they are in line with the current pricing principles. As part of the Resourcing Strategy, including the Long Term Financial Plan (LTFP), Council undertook a service review and adopted a 'Roads to Sustainability' funding strategy. Numerous funding and revenue raising initiatives have been identified through this process and reflected in Council's future budgets. Details of these initiatives are provided in Council's LTFP.
Key Achievements			



Council achieved an outstanding result on its investment returns for the past financial year through dynamic investment strategies and close monitoring of the portfolio and returns. As part of the Roads to Sustainability review process a number of funding opportunities have been identified which will be reinvested in Council's infrastructure assets in future years contributing to a significant decrease in Council's infrastructure backlog.

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: <i>Manager Finance</i>	<input checked="" type="checkbox"/> 100%	Fees and Charges for 2018/2019 have been reviewed and where possible increased as per Council's pricing methodology. Council 2018/19 Fees and Charges were adopted by Council at the Ordinary Meeting of Council held 26 June 2018.
L2.1.1.2.2	Ensure the commercial property portfolio provides market returns. Responsible Officer: <i>Manager Integrated Planning, Property & Assets</i>	<input checked="" type="checkbox"/> 100%	During the reporting period new leases for Firs Cottage and Old School Building were concluded with market rents being established by independent valuation. New road leases for Eleham Road, Lindfield and Henry Street, Gordon were also renewed with market rents being determined by independent valuation. An additional 645 square metres was leased at Council's investment property at 828 Pacific Highway, Gordon.

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
L2.1.2	Council's financial services provide accurate, timely, open and honest advice to the community. Responsible Officer: <i>Director Corporate</i>	<input checked="" type="checkbox"/>	Office of Local Government	Deliver, Lead
Comments				
Council has strong systems of internal control and reporting that enable robust information to be provided to elected members and the community on a timely basis. This has included budget reviews, financial statements, the Operational Plan, Long Term Financial Plan and the Annual Report.				



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: Director Corporate</p>	<input checked="" type="checkbox"/> 100%	<p>The overall financial performance of Council against budget is reported to Council on a quarterly basis. Monthly and quarterly budget reports with budget variations and commentary are also provided to senior management for review and to assist in decision making. The latest adopted Quarterly Budget Review YTD March 2018 was received and noted by Council on the 22 May 2018. As per March QBR, the forecast working capital balance at 30 June 2018 is projected to remain at \$4.7 million, in line with the Long Term Financial Plan's target; the forecast operating surplus (excluding capital items) was proposed to be increased by \$201,000 compared to the revised budget.</p> <p>At the time of reporting on these indicators (working capital and operating result), the results for June quarter and end of financial year 2017/18 are not yet finalised. It is expected that Council will finalise the financial year with an operating surplus and a saving against budget. Available working capital is still to be determined as part of finalising the end of financial year processes, however, it is anticipated that the targeted working capital balance as mentioned above will be achieved. All key financial indicators will be reported to Council as part of the draft Financial Statements 2017/2018, including end of financial year result and carried forward expenditure.</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>Responsible Officer: Manager Finance</p>	<input checked="" type="checkbox"/> 100%	<p>Council's financial performance is consistently monitored on a monthly basis. Targets identified in the Long Term Financial Plan (LTFP) are monitored as part of each quarterly budget review. The end of year targets are currently analysed and will be reported to Council as part of the Draft Financial Statements for 2018/19.</p>

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
L2.1.3	<p>Council expenditure satisfies the needs of the community.</p> <p>Responsible Officer: Director Corporate</p>	<input checked="" type="checkbox"/>	Office of Local Government	Deliver, Lead
Comments				
<p>Council expenditure reflects the needs of the community as identified by the Community Strategic Plan and Delivery Program and incorporated into the Operational Plan. Completion of the works and delivery of services has been regularly reported to Council and the community via quarterly and annual reviews, along with the End of Term Report.</p>				



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>Responsible Officer: Director Corporate</p>	<input checked="" type="checkbox"/> 100%	<p>Council's expenditure forms part of the Annual Budget and Long Term Financial Plan (LTFP). The LTFP, the Asset Management Strategy & Workforce Management Strategy are fully integrated within Council's adopted Resourcing Strategy. Operational and capital expenditure and funding sources are monitored and reported as part of Quarterly Budget Reviews (QBR) to Council. Detailed analyses on capital project expenditure budget adjustments are included in the quarterly report to Council. The latest adopted Quarterly Budget Review YTD March 2018 was received and noted by Council on the 22 May 2018.</p> <p>Completion of Council's major works program is also reported to Council and the community through quarterly project and budget reports, bi-annual updates on the progress of the Delivery Program and the Annual Report. Additional and regular informal briefing sessions are held with Councillors to provide status updates on all major works programs and projects.</p> <p>The end of 2017/2018 financial year results highlighting financial performance and position, variances to original and revised budget and key financial indicators will be finalised at the end of July and reported to Council as part of the Draft Financial Statements 2017/2018.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
L2.1.3.1.1	<p>The Resourcing Strategy integrates the Long Term Financial Plan, Workforce Strategy and Asset Management Strategy.</p> <p>Responsible Officer: Manager Finance</p>	<input checked="" type="checkbox"/> 100%	<p>The Resourcing Strategy along with all other Integrated Planning and Reporting documents were exhibited to the community in May 2018 and adopted by Council on 26 June 2018.</p>
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: Manager Integrated Planning, Property & Assets</p>	<input checked="" type="checkbox"/> 100%	<p>Details of the progression or completion of major projects and community outcomes were included in the December Bi-annual Report of the Delivery Program 2013 – 2017 and Operational Plan 2017 – 2018 as well as exhibition material for Council's new Delivery Program 2018 – 2021 and Operational Plan 2018 – 2019. The new Delivery Program and Operational Plan includes details of Council's Activation Program for Lindfield, Turramurra and Gordon local centres as well as Council's proposed application to extend the current Environmental Levy.</p>



Term Achievement

Code	Description	Progress	Stakeholders	Council Role
L2.1.4	Council has increased its commitment to infrastructure asset management priorities. <i>Responsible Officer: Director Corporate</i>	<input checked="" type="checkbox"/>	Office of Local Government	Deliver, Lead
Comments				
Council has increased asset management as a priority and identified a strategic approach to increasing funding for asset renewal. Council has further developed asset management plans and implemented new asset management information systems.				

Critical Action

Code	Description	Progress	Comments
L2.1.4.1	Financial strategies underpin Council's asset management policies and strategic vision. <i>Responsible Officer: Director Corporate</i>	<input checked="" type="checkbox"/> 100%	Council recently adopted the Resourcing Strategy (including the Long Term Financial Plan and Asset Management Strategy) along with other Integrated Planning and Reporting documents. As part of this process Council adopted the 'Roads to Sustainability' funding strategy for infrastructure assets renewals. This strategy prioritises asset maintenance and renewal and is based on the principle that all available surplus funds are diverted towards Council's infrastructure assets as a priority. Additional funding is assumed to be generated from operational savings and income realised from a recent horizontal service review, as well as proceeds from asset sales. Details of the funding strategy are provided in Council's Long Term Financial Plan and Asset Management Strategy.

Operational Plan Tasks

Code	Description	Progress	Comments
L2.1.4.1.1	Identify available funding sources in the Long Term Financial Plan and allocate to priority projects and assets. <i>Responsible Officer: Manager Finance</i>	<input checked="" type="checkbox"/> 100%	Available funding sources have been identified as part of the Long Term Financial Plan (LTFP) review where funding has been allocated to priority projects and assets. The LTFP was finalised as part of the Resourcing Strategy and along with the Delivery Program 2018-2021 and Operational Plan 2018-2019 was adopted by Council on 26 June 2018.



Critical Action

Code	Description	Progress	Comments
L2.1.4.2	Regularly revise Council's strategic asset management plans and integrate with financial planning processes. Responsible Officer: Director Strategy & Environment	<input checked="" type="checkbox"/> 100%	During the reporting period a number of milestones have been achieved to ensure the annual Asset Management Works program is completed. This includes the review and analysis of data in preparation to deliver statutory processes and reporting and system enhancements which contribute to an integrated solution in the management of Council's assets.

Operational Plan Tasks

Code	Description	Progress	Comments
L2.1.4.2.1	Continually improve the integrity of asset data, asset registers and asset management improvement plans. Responsible Officer: Manager Integrated Planning, Property & Assets	<input checked="" type="checkbox"/> 100%	<p>Milestones of the Asset Management Works program have been met and on track. These include</p> <ul style="list-style-type: none"> - Completion of the statutory revaluation of Council's Buildings, Operational Land and investment property including the review of useful life and components. - The Asset Management Strategy has been reported and adopted by Council in accordance with Integrated Planning and Reporting framework. - Stormwater Drainage Asset Class has been imported into Enterprise Asset Management (EAM) and asset custodians have been trained in the system - Procedural documents have been developed to improve asset management and financial systems to address issues that arise. - Financial asset management system training is provided to Project Managers quarterly. - Work on the capitalisation of projects for the Financial year 17-18 is complete and the registers have been updated.
L2.1.4.2.2	Implement an integrated corporate asset management system for all asset classes. Responsible Officer: Manager Information Management	<input checked="" type="checkbox"/> 100%	Council continued to improve its Enterprise Asset Management system. Council are now progressing to the last asset class of Buildings. We now have officers using mobile devices out in the field for inspections. Council is progressing on a new module called Capital Planning and Delivery, which will manage the life cycle of a project.



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

Code	Description	Progress	Stakeholders	Council Role
L3.1.1	Council's integrity and operating effectiveness is continually being improved through its leadership, decision-making and policies.	<input checked="" type="checkbox"/>	Office of Local Government	Deliver, Lead
Responsible Officer: General Manager				

Comments

Over the period Council's sound accountability and decision making processes were supported by a comprehensive suite of Integrated Planning and Reporting documents. These documents clearly articulate the community's vision and priorities, how Council would progress towards their achievement, and importantly, how Council would monitor and measure its progress. The delivery of these plans and priorities have been substantially achieved with the support of an efficient and effective organisation. Further key achievements over the last twelve months were the preparation of a new suite of Integrated Planning and Reporting documents in conjunction with extensive community consultation and engagement, and their adoption by Council in June 2018.

Critical Action

Code	Description	Progress	Comments
L3.1.1.1	A Council business framework is developed to incorporate best practice integrated planning objectives. Responsible Officer: Director Strategy & Environment	<input checked="" type="checkbox"/> 100%	On 26 June 2018 Council adopted its Integrated Planning and Reporting plans and strategies. The development of these new plans and strategies provided opportunities to integrate the business and decision-making framework with the integrated planning objectives to form an integral part of the design and the supporting technology and reporting systems.

Key Achievements

Council adopted a new suite of Integrated Planning and Reporting plans in June 2018 including a new Community Strategic Plan 2038, Delivery Program 2018-2021 and Operational Plan 2018-2019 and Resourcing Strategy 2018-2028. This followed extensive consultation with the community, business and government as well as contributions from councillors and the organisation.
Council received a Gold Award for overall excellence in annual reporting for Council's 2016-2017 Annual Report received from the Australasian Reporting Awards (ARA) 2018 in the category of Public Administration – Local Government.




Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.1.1.1	Report on the integration of business and decision-making systems and processes with integrated planning objectives. Responsible Officer: Manager Integrated Planning, Property & Assets	<input checked="" type="checkbox"/> 100%	The development of new and revised Integrated Planning and Reporting plans, adopted by Council in June, included simplified designs and streamlined reporting formats. This will facilitate integration with other decision-making systems currently under review, including project initiation and management.
L3.1.1.1.2	Prepare Integrated Planning and Reporting documents and complete all statutory reporting required under the Local Government Act 1993 and Integrated Planning and Reporting framework. Responsible Officer: Manager Integrated Planning, Property & Assets	<input checked="" type="checkbox"/> 100%	All required preparation of Integrated Planning and Reporting documents and statutory reporting, including financial reporting, was completed within set timeframes for the six month reporting period. This included progress reporting for the 2017 – 2018 December Bi-annual and March Quarter periods as well as Council's adoption of a revised Community Strategic Plan, new Resourcing Strategy and Delivery Program/Operational Plan.

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
L3.1.2	Integrated risk management, compliance and internal control systems are in place to identify, assess, monitor and manage risks throughout the organisation. Responsible Officer: Director Corporate	<input checked="" type="checkbox"/>	Office of Local Government	Deliver, Lead
Comments				
Council continued to develop its risk management policies, systems and procedures to manage risks for the organisation over the four year period. Risk reviews were undertaken and Council continued to work closely with its insurer to improve risk management.				

Critical Action

Code	Description	Progress	Comments
L3.1.2.1	Risk management is integrated into Council's business framework. Responsible Officer: Director Corporate	 95%	Councils Enterprise Risk Management (ERM) program has been progressing well and work has continued regarding identifying system improvements, reporting and staff training in the identification, control and monitoring of risks. Council has continued to align Crisis Management and Business Continuity plans with a focus on site emergency response.



Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.2.1.1	Continue development of Council's Enterprise Risk Management system and ensure risks and related actions are monitored, reported and followed up. Responsible Officer: Manager People & Culture	95%	We have continued the review of risks to ensure the integrity of the data in the ERM. A review of all risks has been carried out as well as a 'formal' risk review with Responsible Officers undertaken.
L3.1.2.1.2	Continue to align business continuity processes with Australian Inter-service Incident Management System (AIMS) and Local Emergency Management Officer (LEMO). Responsible Officer: Manager People & Culture	95%	A new crisis management committee and emergency response committee have been coordinated to manage these matters. Documents have been updated ready for final review.

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
L3.1.3	Council's governance framework is developed to ensure probity, transparency and the principles of sustainability are integrated and applied into our policies, plans, guidelines and decision making processes. Responsible Officer: Director Corporate	<input checked="" type="checkbox"/>	Office of Local Government	Deliver, Lead
Comments				
Council maintained a strong governance framework underpinned by policies and procedures along with transparent decision making by Council based on publicly available reports. Council is a member of an internal audit service shared with other north shore councils and governance is also overseen by the Audit and Risk Committee which has two independent members, one of whom is the Chair.				

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: Director Corporate	<input checked="" type="checkbox"/> 100%	All business papers and minutes were produced within the required time frame. Councillors were provided with training regarding the Code of Meeting Practice and Council provided a submission to the OLG regarding the consultation draft of the Model Code of Meeting Practice. Council also implemented a new Local Planning Panel (also known as Independent Hearing and Assessment Panel) in accordance with changes to the EPA Act and has ensured the required governance framework of these meetings, including the development of a compliant Code of Meeting Practice and procedures.



Key Achievements

Councillors were provided with training regarding the Code of Meeting Practice and Council provided a submission to the OLG regarding the consultation draft of the Model Code of Meeting Practice. Council also implemented a new Local Planning Panel (also known as Independent Hearing and Assessment Panel) in accordance with changes to the EPA Act and has ensured the required governance framework of these meetings, including the development of a compliant Code of Meeting Practice and procedures.

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 to encourage community participation. Responsible Officer: Manager Records & Governance	<input checked="" type="checkbox"/> 100%	During the reporting period of January to June 2018 there were nine (9) Ordinary Meetings of Council. All business and minutes have been prepared and delivered within the required time frames. The Finance Committee meeting scheduled during this period was cancelled due to a lack of quorum, and has since been disbanded by a resolution of Council. There were two (2) Audit and Risk Committee Meetings held. The InfoCouncil business paper process is now being used by GMD to prepare the weekly meeting agendas, the monthly Ku-ring-gai Local Planning Panel (formerly known as IHAP) and the Major Projects Steering Committee agenda and minutes and also being prepared using InfoCouncil. The Governance Team were responsible for the successful implementation and training of relevant staff.
L3.1.3.1.2	Facilitate training and professional development opportunities for councillors including ethics and code of conduct training. Responsible Officer: Director Corporate	<input checked="" type="checkbox"/> 100%	Completed previous reporting period.

Critical Action

Code	Description	Progress	Comments
L3.1.3.2	Internal audit function is supported and operating effectively. Responsible Officer: Director Corporate	<input checked="" type="checkbox"/> 100%	The Internal Audit Program is a standing report item on the quarterly Audit and Risk Committee Agenda. Reports regarding complaints and investigations are provided to the Audit and Risk Committee as part of the established reporting format. All requests from external agencies are responded to in accordance with required time frames.

Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.3.2.1	Continue to ensure that internal audit programs and statistics are reported to each Audit & Risk Committee meeting.	<input checked="" type="checkbox"/> 100%	The audit plan and program together with audit results are provided to the Audit and Risk Committee as a standard agenda item at each meeting.



Responsible Officer: Manager People & Culture	
L3.1.3.2.2	<p>Continue to ensure that the results of investigations into staff and customer complaints are reported to the Audit & Risk Committee.</p> <p>Responsible Officer: Manager People & Culture</p>
L3.1.3.2.3	<p>Continue to ensure compliance with requests from external government organisations in relation to investigations.</p> <p>Responsible Officer: Manager People & Culture</p>

Complaints and investigation results are reported to the Audit and Risk Committee as standing agenda items.

100%

All requests from external agencies such as Independent Commission Against Corruption (ICAC), and the Ombudsman, related to investigations are actioned in a timely manner.

100%

Where required Section 11 notifications are provided to ICAC.
All investigations and results are reported to the Audit and Risk Committee as a standard agenda item.

Critical Action

Code	Description	Progress	Comments
L3.1.3.3	<p>Compliance with the requirements of relevant Acts and Regulations.</p> <p>Responsible Officer: Director Corporate</p>	<p><input checked="" type="checkbox"/> 100%</p>	<p>Council continues to report to the Audit and Risk Committee on a quarterly basis to monitor compliance and assist the Committee in reviewing Council's performance in relation to external accountability and legislative compliance obligations.</p> <p>The Local Government elections were held in September 2017 with no major issues. Extensive feedback regarding process improvements was provided to NSWEC.</p> <p>Council also implemented a new Local Planning Panel (also known as Independent Hearing and Assessment Panel) in accordance with changes to the EPA Act and has ensured the required governance framework of these meetings, including the development of a compliant Code of Meeting Practice and procedures.</p> <p>During the period Council complied with all requirements under the Government Information (Public Access) and Privacy and Personal Information Acts (PIPP) and responded/ dealt with all applications as required.</p>
Key Achievements			
<p>The Local Government elections were held in September 2017 with no major issues. Extensive feedback regarding process improvements was provided to NSWEC. Council implemented a new Local Planning Panel (also known as Independent Hearing and Assessment Panel) in accordance with changes to the EPA Act and has ensured the required governance framework of these meetings, including the development of a compliant Code of Meeting Practice and procedures.</p>			



Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.3.3.1	<p>Comply with the Government Information (Public Access) and Privacy and Personal Information Acts (PIPP).</p> <p>Responsible Officer: <i>Manager Records & Governance</i></p>	<input checked="" type="checkbox"/> 100%	<p>During the reporting period January to June 2018 Council received 23 formal GIPA applications and 571 applications for informal access to Council Information.</p> <p>During the same period Council received one request for an internal review, three matters were referred to the IPC and one matter was referred to NCAT. Council staff involved in processing GIPA applications have commenced monthly meetings to discuss the increasing complexity of GIPA applications received and ensure continuous improvement of our processes.</p>
L3.1.3.3.2	<p>Comply with the requirements of the Local Government Act and Regulations.</p> <p>Responsible Officer: <i>Director Corporate</i></p>	<input checked="" type="checkbox"/> 100%	<p>Regular reports are provided to the Audit and Risk Committee each quarter to monitor compliance and assist the Committee in reviewing Council's performance in relation to external accountability and legislative compliance obligations:</p> <ul style="list-style-type: none"> * Compliance and Reporting Requirements – provides a summary of actions taken in the reporting period against compliance and reporting requirements listed in the Calendar of Reporting and Compliance Obligations provided by the Office of Local Government. * Summary of Relevant Circulars, Legislative Updates and Matters Arising – provides a summary of actions taken in the reporting period in response to relevant circulars, legislative updates and other matters arising that impact the local government sector. <p>An overview of individual obligations under the Privacy and Personal Information Protection Act, (PPIPA) 1998, Government Information Public Access Act, (GIPA) 2009 and the State Records Act, 1998 is included as part of induction training for all new staff.</p>
L3.1.3.3.3	<p>Coordinate the 2017 Ordinary Local Government Election in accordance with the Local Government Act 1993.</p> <p>Responsible Officer: <i>Director Corporate</i></p>	<input checked="" type="checkbox"/> 100%	<p>Completed previous reporting period.</p>



Critical Action

Code	Description	Progress	Comments
L3.1.3.4	Continue to improve internal Council policies and maintain registers to accord with legislation.	<input checked="" type="checkbox"/> 100%	Council continues to maintain registers and improve internal Council policies. All policies due for review are reported to senior management through their Strategic Directions meetings on a monthly basis, along with management recommendations for improvement.
Responsible Officer: Director Corporate			
Key Achievements			
Council continues to maintain registers and improve internal Council policies. All policies due for review are reported to senior management through their Strategic Directions meetings on a monthly basis, along with management recommendations for improvement.			

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. Responsible Officer: Manager Records & Governance	<input checked="" type="checkbox"/> 100%	A monthly report is presented to GMD detailing the number of policies with a status of draft and identifying the variance from the previous report. Remedial actions are recommended each month to ensure policies are being reviewed effectively.
L3.1.3.4.2	Participate in policy review opportunities to implement the principles of sustainability. Responsible Officer: Manager Environment & Sustainability	<input checked="" type="checkbox"/> 100%	Council staff from the Environment and Sustainability section continue to participate in policy review opportunities, when presented. The principles of sustainability are currently being integrated into the review of Council's Recreation in Natural Areas Strategy.
L3.1.3.4.3	Oversee the regular review and update of Council's publicly available registers. Responsible Officer: Manager Records & Governance	<input checked="" type="checkbox"/> 100%	The Delegations register is updated as requests are received. The Seal Register is updated when notified that the Council Seal has been applied to documents. During the reporting period of January to June 2018 the following policies were updated and approved in the Controlled Documents Register: - Corporate Dress Policy - Staff Personal Use of Social Media Policy - Code of Meeting Practice for IHAP - Councillors Major Projects Consultation Forum Terms of Reference - Major Projects Advisory Committee Charter - Major Projects Steering Committee Charter - Office Equipment Policy - Computer Access Policy - Mobile Phone Policy



		<ul style="list-style-type: none"> - Tree Works Notification Policy - Management of Community and Recreation Land and Facilities Policy.
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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>	98%	The report is due to be presented to the General Manager and Directors in August 2018 and after this, the policy and guidelines will be rolled out and placed on Councils intranet.

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: Manager Procurement & Contracting</i>	95%	During the reporting period, policies were drafted and are due to be submitted to senior management for approval.
L3.1.3.5.2	Roll out training for users of contracts and guidelines to support use across Council. <i>Responsible Officer: Manager Procurement & Contracting</i>	95%	New guidelines are due to be submitted to the General Manager and Directors and once approved, for implementation the procurement team will commence training for users.
L3.1.3.5.3	Implement modifications to existing systems for improved management of suppliers. <i>Responsible Officer: Manager Procurement & Contracting</i>	100%	The Core Enterprise Suite TechnologyOne work queue management ongoing. The process to assist users to monitor outstanding orders was implemented.
L3.1.3.5.4	Implement changes to stores system to establish categories and generate Stored Items Register. <i>Responsible Officer: Manager Procurement & Contracting</i>	100%	The review of stored items was undertaken 29 June 2018. Further work due to improve information held for store products 2018/19.

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
L3.1.4	The organisation is recognised as a leader in sustainability. <i>Responsible Officer: Director Strategy & Environment</i>		Office of Local Government, Office of Environment and Heritage, Department of the Environment, Department of Planning and Environment, Local Community and Environmental Groups	Deliver, Lead
Comments				
Over the Delivery Program period Council's leadership and innovation in delivering its sustainability programs continued to be recognised through multiple awards.				



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>	<input checked="" type="checkbox"/> 100%	Environmental management training for staff; environmental plans, policies and strategies; environmental risk management and Council's corporate sustainability program ensure that sustainability is integrated into Council's business framework.

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>	<input checked="" type="checkbox"/> 100%	A number of corporate sustainability initiatives continue to be delivered across Council. The new printers and copiers, with Follow Me Print functionality, have resulted in a reduction in usage charges (cost per print and CPP) of \$44,924 (a 58% reduction) and page counts of 119,965 (a 6% reduction). Over 95% of paper used in Council operations is now recycled paper. Organic waste and soft plastic recycling continued at the Chambers building, whilst the recycling of tree waste and tyre waste continues through Operations. Plastic avoidance programs, such as the Boomerang Bags program, have been re-initiated. Recycling collection drives were conducted for eye glasses, X-rays, banners and fabric.
L3.1.4.1.2	Deliver environmental management training to staff. <i>Responsible Officer: Manager Environment & Sustainability</i>	<input checked="" type="checkbox"/> 100%	Six environmental management training modules have been offered to staff over the past 12 months, including: Sensitive Data Access, Legislation Obligations, Aboriginal Heritage Awareness, Disability Access in Natural Areas and Air Conditioning Efficiency and Healthy Building Design. In total, 77 staff members have been trained in one or more of these modules.
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>	<input checked="" type="checkbox"/> 100%	A number of environmental risk management processes continue to be implemented, as identified in Council's risk management system. These include environmental assessments, environmental management training for staff and climate change adaptation activities.

Critical Action

Code	Description	Progress	Comments
L3.1.4.2	Monitoring and reporting on sustainability performance informs investment and management priorities. <i>Responsible Officer: Director Strategy & Environment</i>	<input checked="" type="checkbox"/> 100%	Ongoing monitoring and reporting using the EnviZi platform is enabling Council to identify energy and water consumption anomalies at key Council facilities, to improve operational performance. The EnviZi platform also enables Council to monitor its progress against its 2020 greenhouse gas emission reduction target and to adjust abatement activities and funding priorities accordingly.



Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.4.2.1	Implement Council's sustainability data management and reporting system, and monitor and report on organisational performance. <i>Responsible Officer: Manager Environment & Sustainability</i>	<input checked="" type="checkbox"/> 100%	The first stage of smart meter upgrades for Council's small-market sites is nearly complete, with 16 sites upgraded and the remaining three to be upgraded in early 2018/19. Data monitoring continues for the Council Chambers HVAC system and Ku-ring-gal Fitness and Aquatic Centre, to inform improvements to the plant operations of these facilities.

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
L3.1.5	Council services and programs are provided on the basis of equity, community priorities, and best value for money within available resources. <i>Responsible Officer: General Manager</i>	<input checked="" type="checkbox"/>	Office of Local Government	Deliver, Lead

Comments

Community satisfaction research undertaken in February 2017 indicated significant improvement in the level of community satisfaction with Council's delivery of its services and facilities over the preceding two years. The detailed results of that research are being used to inform the organisation's service delivery.

As part of the preparation of new Integrated Planning and Reporting plans, adopted in June 2018, Council staff completed two service reviews to inform preparation of the new Long Term Financial Plan (LTFP) and identify savings across the organisation. As a result \$23m was identified over the next 10 years of the LTFP which has been allocated to asset infrastructure renewal. A strategic review of service delivery across the organisation was completed to ensure services are meeting community's needs. This review provides a platform to a more substantial staged program of service reviews in the coming years with Councillors and the community.



Critical Action

Code	Description	Progress	Comments
L3.1.5.1	Ensure optimal performance of Council's records management services and electronic document management system (TRIM) to ensure the timely delivery of information in response to community requests. <i>Responsible Officer: Director Corporate</i>	<input checked="" type="checkbox"/> 100%	Work continued this reporting period to ensure that Council's records management services and electronic document management system (TRIM) performed to address the needs of the staff, organisation and community. The General Manager and Directors resolved to receive updates on outstanding TRIM action items. A model for these reports has been determined and the appropriate changes to the system to allow for this reporting is under way.


Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.5.1.1	Maintain Council's record management system and provide records management services including training and advice.	<input checked="" type="checkbox"/> 100%	During the period of January to June 2018 two (2) Records Manager (HP RM) training sessions were conducted by Linked Training. The Records Team Leader offers new employees one on one HP RM Training during the second or third week of commencing. Approximately six new




	Responsible Officer: Manager Records & Governance		<p>employees have been provided one on one training during this time.</p> <p>A review of the Records Manager containers is currently in process to eliminate additional CY and FY containers being created and not being used.</p> <p>Other information:</p> <ul style="list-style-type: none"> - 1685 files have been requested from GRR using the Scan on Demand process. - Approximately 146,000 letters were mailed during the reporting period. - 1707 property files have been scanned internally, hard copy files will be destroyed in the first quarter of 2018/19 - All Thomas Carlyle Children's Centre hard copy files were scanned and imported into Records Manager.
L3.1.5.1.2	<p>Audit and report on compliance with use of Council's record management system.</p> <p>Responsible Officer: Director Corporate</p>	 <p>100%</p>	<p>A TRIM upgrade was completed in July 2017 with positive results and feedback from staff. A new training program is currently being developed. Statistical data relating to use of TRIM continues to be monitored, reviewed and reported. A new reporting structure for overdue actions in TRIM has been defined - staff are currently working to implement the process.</p>
L3.1.5.1.3	<p>Develop and implement a long-term plan for the digitisation of Council's legacy records.</p> <p>Responsible Officer: Director Corporate</p>	 <p>100%</p>	<p>Scanned minute-books have been sent to State Archives and are currently being prepared for public access via Council's website. Building registers (from front counter) have been digitised.</p> <p>Scan-on-demand continues to work well.</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>	 <p>97%</p>	<p>Council's workforce skills, opportunities and conditions continued to match contemporary organisation requirements. The Employment Opinion Survey was conducted this reporting period and People and Culture are continuing to work on plans and strategies.</p>


Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.5.2.1	<p>Coordinate the development and implementation of the Employee Opinion Survey and associated action plans.</p> <p>Responsible Officer: Manager People & Culture</p>	 <p>90%</p>	<p>The results from the employee opinion survey have been communicated at an organisational level. Staff will be briefed on department results once consultation on the organisational structure review has been finalised.</p> <p>Reason</p> <p>The action plan has been delayed due to conflicting time frames with the</p>




			organisational structure review. Remedial Action Action plan rollout to commence after the new organisational structure has been implemented.
L3.1.5.2.2	Coordinate a review of Councils Workforce Strategy to achieve alignment with reviewed service levels and standards. Responsible Officer: Manager People & Culture	 100%	Completed previous reporting period.
L3.1.5.2.3	Continue implementation of Council's Ageing Workforce Strategy. Responsible Officer: Manager People & Culture	 90%	The initiatives identified as part of the Ageing Workforce Strategy will be implemented in line with employee opinion survey action plan and after the implementation of the new organisational structure. Reason Conflicting timeframes with the organisational structure review. Remedial Action Implementation will be completed once the new structure has been implemented.
L3.1.5.2.4	Review Councils current Agency Hire arrangements to ensure delivery of 'fit for purpose' day labour and market competitive pricing. Responsible Officer: Manager People & Culture	 100%	Council ensures its labour hire resources are fit for purpose and competitively priced by sourcing such staff under the Local Government contract. The review of Agency Hire arrangements is ongoing.
L3.1.5.2.5	Continue to coordinate the implementation of Councils Equal Employment Opportunity Management Plan. Responsible Officer: Manager People & Culture	 100%	Work is continuing with the implementation of the remaining initiatives identified as part of the EEO Management Plan.
L3.1.5.2.6	Continue the development and implementation of electronic payroll processes to replace manual/paper based processes and forms. Responsible Officer: Manager People & Culture	 95%	Council has a fully compliant and effective payroll system in place. Work is continuing on the review of payroll processes and systems in order to transition from manual to electronic.
L3.1.5.2.7	Continue to facilitate the implementation of TechnologyOne modules including Human Resources, Safety and Learning and Development. Responsible Officer: Manager People & Culture	 95%	Work has progressed with completion of position establishment data cleansing complete for the Operations and Corporate departments. Work is continuing on Development & Regulation, Strategy & Environment and Community which are 95% complete.
L3.1.5.2.8	Undertake a comprehensive review of Council's job evaluation process. Responsible Officer: Manager People & Culture		The job evaluation process is reviewed frequently to ensure best practice and alignment with industry standards.








	Responsible Officer: <i>Manager People & Culture</i>	100%	
L3.1.5.2.9	Undertake a comprehensive review of Council's salary system. Responsible Officer: <i>Manager People & Culture</i>	 100%	Council has an established and compliant salary system in place. To ensure that our system remains industry competitive and a continuous approach is adopted, regular reviews of the system take place.

Critical Action

Code	Description	Progress	Comments
L3.1.5.3	Provide a safe and healthy workplace for staff, contractors and the community. Responsible Officer: <i>Director Corporate</i>	 98%	Council continued to provide a safe and healthy workplace for staff, contractors and the community during the reporting period.

Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.5.3.1	Continue coordination of Council's Work Health and Safety (WH&S) Management system. Responsible Officer: <i>Manager People & Culture</i>	 100%	Council has a comprehensive and compliant WHS Management system in place. WHS is supported by a dedicated WHS Officer.
L3.1.5.3.2	Continue to deliver the SafeStart Learning and Development Program. Responsible Officer: <i>Manager People & Culture</i>	 100%	Refresher training in the Safestart program to be scheduled for Operations staff in August/September 2018. Staff new to Operations in 2017 - 2018 will undertake the initial Safestart Core unit training in August 2018.
L3.1.5.3.3	Coordinate annual Work Health and Safety (WH&S) management system audits performed by an external auditor. Responsible Officer: <i>Manager People & Culture</i>	 95%	Audits and investigations into incidents are undertaken and reported by the WHS Officer. Corrective actions are reviewed and implemented as appropriate. An external audit program will formally commence in 2018/19.
L3.1.5.3.4	Undertake an annual review of Councils electronic Work Health and Safety (WH&S) management system. Responsible Officer: <i>Manager People & Culture</i>	 95%	Council has a fully compliant, functional and effective WHS Management system in place. A Business Case for a review of this system is currently being finalised.
L3.1.5.3.5	Review Councils current Employee Assistance Provider (EAP) arrangements to ensure delivery of 'fit for purpose' services and market competitiveness.	 100%	Council provides an Employee Assistance Program which is accessible by all staff and their families. A tender for this service has been prepared and will go out to market in the coming months.



	Responsible Officer: Manager People & Culture		
L3.1.5.3.6	Undertake a comprehensive review of Council's Wellness Program.	98%	Council provides a wellness program in order to support the well-being of all staff. A review of the existing program is nearly finalised.
	Responsible Officer: Manager People & Culture		

Critical Action

Code	Description	Progress	Comments
L3.1.5.4	Create a culture that builds skills and supports staff in professional development opportunities.	100%	Council continued to deliver training programs across the organisation for staff with outcomes and statistics reported as part of the People and Culture reporting cycle.
	Responsible Officer: Director Corporate		

Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.5.4.1	Continue implementation of Councils Learning and Development program including the Leadership Development Strategy. Responsible Officer: Manager People & Culture	100%	Leadership Development Program continues with new employees completing 7 Habits of Highly Effective People in May 2018 as a component of their induction program. People and Culture have completed accreditation to deliver 7 Habits for Managers as the next step in the program with program delivery to be scheduled after organisational review is completed.
L3.1.5.4.2	Continue monitoring and reporting on learning and development activities across Council. Responsible Officer: Manager People & Culture	100%	Learning and Development metrics are contained in the quarterly People and Culture reporting cycle.
L3.1.5.4.3	Undertake a review of the effectiveness of Council's Learning Management System and the associated e-learning program. Responsible Officer: Manager People & Culture	100%	Reporting from the e-learning platform has been integrated into the People and Culture quarterly reporting process to enable data trend analysis. New e-Learning modules in Risk Management, Aboriginal Heritage and Endangered Species Awareness, Environmentally Sensitive Lands, Privacy and Information Management and Data Management have been added to the available courses for staff.
L3.1.5.4.4	Continue to deliver ethics and code of conduct training as part of the induction program and Councils training plan. Responsible Officer: Manager People & Culture	100%	Council's Induction and Code of Conduct training was delivered to 16 new employees in June 2018.



Critical Action

Code	Description	Progress	Comments
L3.1.5.5	<p>Information management systems, technologies and procedures are in place to support the organisation's strategic objectives.</p> <p>Responsible Officer: Director Corporate</p>	<input checked="" type="checkbox"/> 100%	<p>Information Management systems were actively monitored and maintained resulting in availability targets being met throughout this period. Requests remained steady and service levels were met.</p> <p>All planned network infrastructure maintenance was completed on time as scheduled. The Library system upgrade was completed successfully delivering new features and an improved experience for both staff and the library patrons.</p> <p>The Geographical Information System (GIS) and Property & Rating databases were updated with all relevant changes throughout this period. The redevelopment of the public mapping portal was completed and will be opened to the public on 1 July 2018. The new version now supports any device, including smartphones and tablets which were not supported by the previous version.</p> <p>The use of Council's online services continues to grow with additional application types being offered. Recently applications for Outdoor Dining Permits were made available online. We have also expanded the categories for request lodgement to include Footpath Enquiries and Maintenance requests. The Health and Compliance team have started using tablets for onsite inspections to cut down on paperwork and improve efficiency.</p>
Key Achievements			
<p>The Library system upgrade was completed successfully delivering new features and an improved experience for both staff and the library patrons.</p> <p>The redevelopment of the public mapping portal was completed and was opened to the public on 1 July 2018. The new version now supports any device, including smartphones and tablets which were not supported by the previous version.</p>			

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: Manager Information Management</p>	<input checked="" type="checkbox"/> 100%	<p>Council continued to keep key stakeholders informed of all our projects within the Business Systems area. This includes regular Information Management Business Group meetings and individual project meetings and updates to all involved.</p>
L3.1.5.5.2	<p>Continue to expand relevant integrated E-Business and online service delivery.</p> <p>Responsible Officer: Manager Information Management</p>	<input checked="" type="checkbox"/> 100%	<p>Business Systems continued to introduce new options for our residents and applicants so they can manage their business 24/7. Applications for Outdoor Dining Permits are now available to be lodged online. We also have expanded categories for request lodgements for Footpath queries and maintenance. We also received a number of new iPad devices for our Health and Compliance team to use for onsite inspections.</p>
L3.1.5.5.3	<p>Council's Geographic Information System (GIS) is maintained and updated.</p>	<input checked="" type="checkbox"/>	<p>All Geographical Information System (GIS) and TechOne Property & Rating (PnR) databases were updated this reporting period resulting in 25 new</p>



	Responsible Officer: Manager Information Management	100%	registered plans at NSW Land Registry Services and the creation of 23 new properties and 406 new residential units. A total of 1,921 Planning Certificates were issued this period resulting in an income of \$173,058 bringing the total to \$359,786 for this financial year.
L3.1.5.5.4	Council's information systems and technology infrastructure is maintained, updated and supported. Responsible Officer: Manager Information Management	100%	Routine checks were performed during the reporting period. Other actions include: Monthly physical inspections of all remote sites, Servers and PC's have had Windows Security Patches installed, Major projects completed this period were Library system upgraded to latest version and New Childcare System "Qikkids" implemented at Thomas Carlyle Children's Centre.
L3.1.5.5.5	Maintain Councils website and monitor and report on usage. Responsible Officer: Manager Corporate Communications	100%	Council's website is regularly reviewed, maintained and updated to ensure information is relevant and accessible to the community. The website had a total of 1,984, 125 unique page views in the last financial year (ending 30 June 2018).

Critical Action

Code	Description	Progress	Comments
L3.1.5.6	Council's services have been reviewed against community needs, objectives and strategic directions. Responsible Officer: Director Strategy & Environment	80%	Council adopted its Integrated Planning and Reporting plans and strategies on 26 June 2018. These plans and strategies include the organisational resourcing requirements to deliver services to the community over the next 10 years. A part of this work included an assessment of services required by the community as informed by community consultation conducted in October and November 2017. Reason Further work is required to build upon the initial results from the community consultation. Remedial Action The adopted 2018/2019 Operational Plan includes a task to progress service reviews.

Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.5.6.1	Review and specify Council's services in line with the Integrated Planning & Reporting framework. Responsible Officer: Manager Integrated Planning, Property & Assets	80%	As part of the preparation of Integrated Planning and Reporting plans, which were adopted in during the period, Council staff completed two service reviews to inform preparation of a new Long Term Financial Plan (LTFP). A horizontal service review was conducted to identify savings across the organisation and as a result \$23m was identified over the next 10 years of the LTFP which is allocated to asset infrastructure renewal. A strategic service review was completed to look at service delivery across the organisation to ensure



		<p>services are meeting community's needs. This review provides a platform to a more substantial staged program of service reviews in the coming years with Councillors and the community.</p> <p>Reason</p> <p>Due to the relatively short timeframe to complete preparation of the new and revised Integrated Planning and Reporting plans in the period the review of services was limited to collecting information on current costs of Council services and the potential for improvements in efficiencies and cost savings in the future.</p> <p>Remedial Action</p> <p>The initial reviews provide a platform to undertake a more substantial staged program of service reviews, which will include community consultation on levels of service across a number of program areas and asset classes. A task is included in the 2018 – 2019 Operational Plan to progress this work.</p>
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Critical Action

Code	Description	Progress	Comments
L3.1.5.7	Council provides quality customer service. Responsible Officer: Director Community	<input checked="" type="checkbox"/> 100%	Council provided, maintained and measured quality customer service during the reporting period. The results have been reported in the General Manager's six (6) monthly performance review.

Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.5.7.1	Report bi-annually to Council on achievement of adopted Customer Service Standards. Responsible Officer: Manager Corporate Communications	<input checked="" type="checkbox"/> 100%	Customer service has successfully achieved and excelled in regards to Council's adopted customer service standards. Lodged applications such as construction certificates & development applications have increased by 175 with customer service adapting to changes with lodgement criteria moving from 8 sets of plans to a paperless lodgement procedure. Receipting numbers have decreased slightly with the target standard set at 97% receipts processed within one day, however customer service has consistently achieved a standard of 99.25% whilst improving accuracy and content of these receipts. Customer services call centre received over 97,900 calls with an average abandoned call rate of 6%.and the industry standard being 6%. We have seen an increase in other customer service initiated contact points like online request lodgement and our websites Live chat function. We received 28,985 customer requests in the 2017/18 year compared to 27,883 in 2016/17. Live chat has also increased from 5451 to over 6765 chats received by Councils customer service.



Issue: Community Engagement.

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
L4.1.1	Community engagement utilises effective and varied communication channels to reach all sections of the community.	<input checked="" type="checkbox"/>	Office of Local Government, Local Community Groups	Facilitate, Deliver, Lead

Comments

Council's engagement policy is promoted and utilised throughout the organisation and all Council's services and programs are pro-actively promoted to the community through a range of media channels.
 Council's e-news formats have been updated and are now being produced according to a monthly schedule and work is continuing on simplifying and streamlining Council's website.

Critical Action

Code	Description	Progress	Comments
L4.1.1.1	Implement a program of innovative and effective engagement to provide a better understanding of Council services, programs and facilities to the community.	<input checked="" type="checkbox"/> 100%	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 promotion of Council's playgrounds and events with a very high level community engagement on Facebook and Instagram. Council also introduced the use of hashtags to promote a range of events.

Operational Plan Tasks

Code	Description	Progress	Comments
L4.1.1.1.1	Promote Council's adopted Engagement Policy throughout the organisation. Responsible Officer: Manager Corporate Communications	<input checked="" type="checkbox"/> 100%	Council staff continued to promote the Engagement Policy to staff undertaking community engagement to ensure the policy objectives are being met.
L4.1.1.1.2	Proactively publicise Council's services, programs, policies and achievements via all forms of media. Responsible Officer: Manager Corporate Communications	<input checked="" type="checkbox"/> 100%	Council's website has been regularly reviewed to ensure content is relevant and kept up to date. Key updates are also given priority on the Council's homepage. Council sends out a number of different e-newsletters based on audience and interest groups. Promotion of noteworthy achievements, programs and updates are promoted to relevant audiences via these e-newsletters on a regular basis.



L4.1.1.1.3	Monitor and apply corporate communications and visual design standards to Council's communication materials, products and website. <i>Responsible Officer: Manager Corporate Communications</i>	<input checked="" type="checkbox"/> 100%	Nine e-news formats have been updated and are now being produced according to a monthly schedule. Work is continuing on simplifying and streamlining the website. A senior designer with animation and video production skills has been appointed and will be utilised for a range of projects in the future.
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Term Achievement

Code	Description	Progress	Stakeholders	Council Role
L4.1.2	Contribute to enhancing and protecting Council's reputation and public image. <i>Responsible Officer: Director Community</i>	<input checked="" type="checkbox"/>	Office of Local Government, Local Community Groups	Facilitate, Deliver, Lead

Comments

Councillors and senior staff are pro-actively advised of media issues through regular media alerts and breaking news advice. Professional relationships are continually maintained with local media. The Council has joined the NSROC Communications and Media Group to keep updated on regional media issues affecting northern Sydney councils.

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>	<input checked="" type="checkbox"/> 100%	The communications team continued to meet their key performance indicators (KPI) of an average of three media releases a week. Councillors and senior staff are proactively advised of media issues through daily media alerts and further refinements are being investigated to this reporting system.

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>	<input checked="" type="checkbox"/> 100%	The communications team continued to meet their KPI of an average of three media releases a week. Councillors and senior staff are proactively advised of media issues through regular media alerts and breaking news advice. Good relationships are being maintained with local media, despite recurring staff shortages at the North Shore Times and Hornsby Advocate. Council has joined the NSROC Communications and Media Group to keep updated on regional media issues affecting northern Sydney councils.



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