









REVISED DELIVERY PROGRAM 2022 – 2026 AND OPERATIONAL PLAN 2023 – 2024

DECEMBER 2023 BI-ANNUAL REPORT

1 JULY – 31 DECEMBER 2023

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About this report






Ku-ring-gai Council's Delivery Program 2022-2026 and Operational Plan 2023-2024 were adopted in June 2023. The combined document includes:

- Four-year Term Achievements, outlining what Council intends to do during its term of office to progress the Community Strategic Plan 'Ku-ring-gai 2032'.
- One-year Operational Plan Tasks that detail the projects, programs and services that will be undertaken during 2023-2024.
- Performance Indicators that are reported annually as part of the June bi-annual reporting.

This report is presented under the following six themes:

	Community, people and culture		Natural environment
	Places, spaces and infrastructure		Access, traffic and transport
	Local economy		Leadership

Progress comments are provided against reportable items using the traffic light framework below:

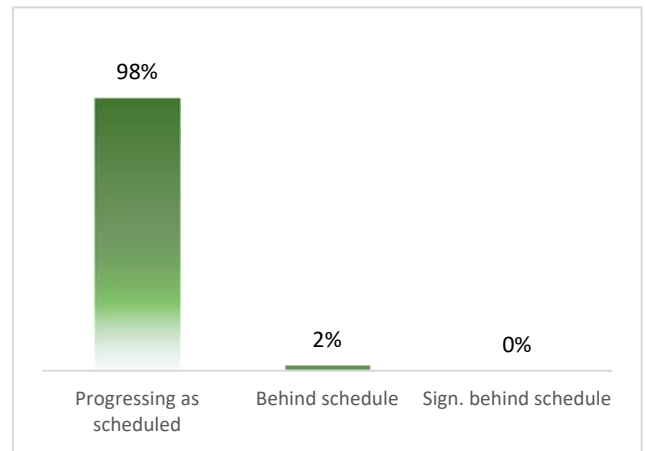
	Status	Description
	Completed	Term achievement/task has been completed.
	Progressing as scheduled	Term achievement/task progressed as scheduled.
	Behind schedule	Delayed performance progress with remedial action required.
	Significantly behind schedule	Performance issues resulting in major delays. Actions to address issues to be included.
	On hold	Council resolved to not proceed or place the task/term achievement on hold, or the task/term achievement cannot progress as a direct result of a Council resolution.

Performance summary snapshot

Delivery Program 2022 - 2026

98%

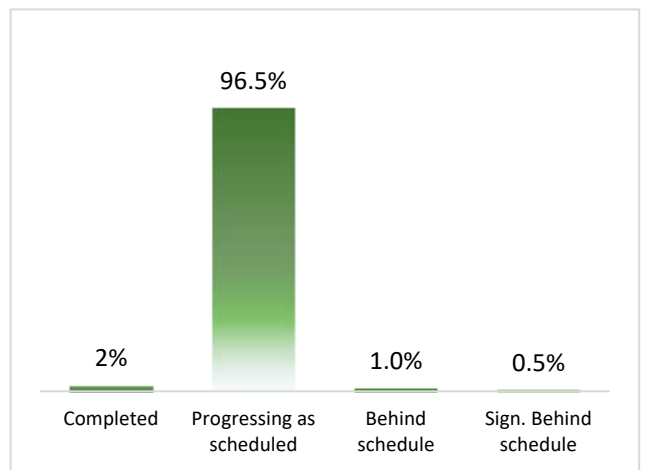
TERM ACHIEVEMENTS PROGRESSING AS SCHEDULED



Operational Plan 2023 - 2024

98.5%






TASKS COMPLETED OR PROGRESSING AS SCHEDULED



Performance summary by theme






All departments have provided status updates on the progress of Delivery Program term achievements and Operational Plan tasks. Commentary is provided for those not progressing as scheduled including the reasons for delays and proposed remedial actions. Tasks and term achievements indicated as 'on hold' are not included in overall performance calculations.

Delivery Program term achievement performance by theme

Theme	Term Achievements					Total no.
	 Completed	 Progressing as scheduled	 Behind schedule	 Significantly behind schedule	 On hold	
Community, People and Culture	0	10	0	0	0	10
Natural Environment	0	10	0	0	0	10
Places, Spaces and Infrastructure	0	14	1	0	1	16
Access, Traffic and Transport	0	7	0	0	0	7
Local Economy	0	6	0	0	0	6
Leadership	0	15	0	0	0	15
Total no.	0	62	1	0	1*	64
Performance: 62/63*=98% progressing as scheduled.						

* P7.1.2: The renewal of Marian Street Theatre is substantially completed. ##

Operational Plan task performance by theme

Theme	Tasks					Total no.
	 Completed	 Progressing as scheduled	 Behind schedule	 Significantly behind schedule	 On hold	
Community, People and Culture	0	32	0	0	1	33
Natural Environment	0	28	1	0	0	29
Places, Spaces and Infrastructure	2	61	0	1	1	65
Access, Traffic and Transport	0	12	1	0	0	13
Local Economy	0	12	0	0	0	12
Leadership	2	48	0	0	0	50
Total no.	4	193	2	1	2**	202
Performance: 197/200**=98.5% completed or progressing as scheduled.						

** Operational Plan Tasks placed 'on hold' by Council resolution:

1. C2.1.1.2: Investigate strategies and models that will assist the provision of affordable housing choices consistent with the Local Strategic Planning Statement (LSPS). This is excluded from overall performance calculations.
2. P7.1.2.1: Progress of the Marian Street Theatre renewal project is subject to Council decisions in line with resolution of 28 June, 2022 (GB.23: Min 141). ## This is excluded from overall performance calculations.


##: Note that this term achievement and further action are on hold while funding strategies are being explored and in accordance with resolutions of Council on 28 June 2022 (GB.23: Min 141) and 18 April 2023 (GB.6: Min 53).

Exception report

The Exception Report highlights term achievements and tasks that are behind schedule, significantly behind schedule or placed on hold by Council resolution (amber, red or white traffic lights). Commentary includes the reasons for delays and proposed remedial actions.


THEME 1: COMMUNITY, PEOPLE AND CULTURE

Operational Plan Task Exceptions

Code	Description	Progress	Comments
C2.1.1.2	Investigate strategies and models that will assist the provision of affordable housing choices consistent with the Local Strategic Planning Statement (LSPS). <i>Signoff Authority: Manager Urban & Heritage Planning</i>	 0%	Further research has been undertaken on affordable housing models. Reason This task remains on hold following Council's resolution of 16 November 2021. In the absence of an adopted Housing Strategy that can accommodate new housing, it is difficult to effectively plan for affordable housing. Remedial Action Monitor and review the planning being undertaken by other Councils, Regional Organisation of Councils and Department of Planning and Environment.

THEME 2: NATURAL ENVIRONMENT

Operational Plan Task Exceptions

Code	Description	Progress	Comments
N1.1.2.4	Tender and commence construction of the Cultural and Environmental Education Centre. <i>Signoff Authority: Director Strategy & Environment</i>	 37%	The design documentation was completed in preparation to tender for construction. A handover meeting with staff from Council's operations department was scheduled for January 2024. Reason The pre-tender estimate for construction of the project came in over budget resulting in the building design being reviewed to reduce construction costs. Remedial Action Tender documentation will be prepared during the next reporting period and subsequently reported to Council.

THEME 3: PLACES, SPACES AND INFRASTRUCTURE

Term Achievement Exceptions


Code	Description	Progress	Comments
P4.1.1	<p>Plans to revitalise local centres are progressively implemented and achieve quality design and sustainability outcomes in collaboration with key agencies, landholders and the community.</p> <p>Signoff Authority: Director Strategy & Environment</p>		<p>Progress is behind schedule.</p> <p>A number of key projects in North Gordon and St Johns Avenue, and Lindfield are underway. Traffic and transport planning has continued with Transport for NSW (TfNSW). The upgrade to Bedes Forest continued this reporting period. The divestment of the Lindfield Library site progressed with finalising conditions with Sydney trains, and a transport study underway in St Ives.</p> <p>Reason</p> <p>Operational Plan Task P4.1.1.4 has not progressed this reporting period due to lack of staff resources.</p> <p>Remedial Action</p> <p>It is proposed to allocate the Operational Plan Task to prepare streetscape plans for key local precincts in Pymble, Roseville, St Ives and Turramurra to the Operations Department as part of the preparation of the Operational Plan for 2024/25.</p>
P7.1.2	<p>The renewal of Marian Street Theatre is substantially completed. ##</p> <p>Signoff Authority: Director Strategy & Environment</p>		<p>This Term Achievement is currently on hold.</p> <p>Reason</p> <p>This term achievement is on hold while funding strategies are being explored and in accordance with Council's resolution at the Ordinary Meeting of Council held 28 June 2022 (min 141) that:</p> <p>A(i) the construction tender and associated establishment of the loan for the Marian Street Theatre project will not proceed without a further report to Council.</p> <p>Remedial Action</p> <p>A report was presented to Council in April 2023 effectively terminating the project, where Council resolved (Min 53):</p> <p>B That Council notes that Delivery Program Term Achievement "P7.1.2: The renewal of Marian Street Theatre is substantially completed" will not be achieved even if a funding strategy to replace asset sales is identified in the short term, given the time required to recommence the project and revise and resubmit a further Capital Expenditure Review to the Office of Local Government for consideration.</p> <p>The project is not included in the 2023/2024 budget.</p>

Operational Plan Task Exceptions

Code	Description	Progress	Comments
P4.1.1.4	<p>Prepare streetscape and park concept plans for key local centre precincts in Pymble, Roseville, St Ives and Turramurra.</p> <p>Signoff Authority: Manager Urban & Heritage Planning</p>		<p>This task has not progressed during the reporting period.</p> <p>Reason</p>
		0%	<p>There is shortage of resources with a high-level of appropriate technical skills to progress this work.</p> <p>Remedial Action</p> <p>It is proposed to allocate this Operational Plan Task to the Operations Department as part of the preparation of the Operational Plan for 2024/25.</p>
P7.1.2.1	<p>Progress of the Marian Street Theatre renewal project is subject to Council decisions in line with resolution of 28 June, 2022 (GB.23: Min 141).##</p> <p>Signoff Authority: Director Strategy & Environment</p>		<p>The project remains on hold.</p> <p>Reason</p>
		0%	<p>This task has been placed on hold consistent with the Council resolution of the 28 June 2022.</p> <p>Remedial Action</p> <p>There is no current remedial action.</p>

THEME 4: ACCESS, TRAFFIC AND TRANSPORT

Operational Plan Task Exceptions

Code	Description	Progress	Comments
T2.1.1.1	<p>Collaborate with Major Projects Unit, Regulatory team and Operations to facilitate the implementation of paid parking in major project car parks.</p> <p>Signoff Authority: Manager Urban & Heritage Planning</p>	 45%	<p>Staff from Strategic Planning, Regulatory Services, Communications and Operations have been working together to respond to minor issues arising from the operation of meters at Lindfield Village Green. Recently the level of enquiries and issues being reported by the community have dropped substantially which may indicate a good level of familiarity with the meters now.</p> <p>The meters at the Lindfield Village Green currently operate in “Pay and Display” mode until NSW Government of Customer Services/DCS (who administer the Park N Pay facility) enable Council's adopted sliding scale fee structure within the Park N Pay app. Park N Pay offers users added convenience by allowing them to “check in” to the car park via the app, pay for parking, and top up their payment using their mobile phone or another smart device. There was speculation prior to the handing down of the NSW Budget in September that Park'nPay would be discontinued but there has been no formal announcement. In November, staff attended DCS Park'nPay Roundtable with local councils, for an update on Park'nPay status and for councils to share insights and discuss future prospects for Park'nPay. Staff articulated the importance of continuing provision of Park'nPay to enable the integration of block rates (such as those in the Lindfield Village Green car park) so that the community can take advantage of improved user experience that Park'nPay offers.</p> <p>An assessment of the Request for Quotation (RFQ) to provide Council with advice on the wider implementation of the paid parking strategy has been delayed.</p> <p>Reason</p> <p>The assessment of the Request for Quotation (RFQ) on the wider implementation of the paid parking strategy was delayed due to other workloads.</p> <p>Remedial Action</p> <p>If a suitable consultant is recommended, it is expected an appointment will be made in early 2024.</p>

Full reporting by theme

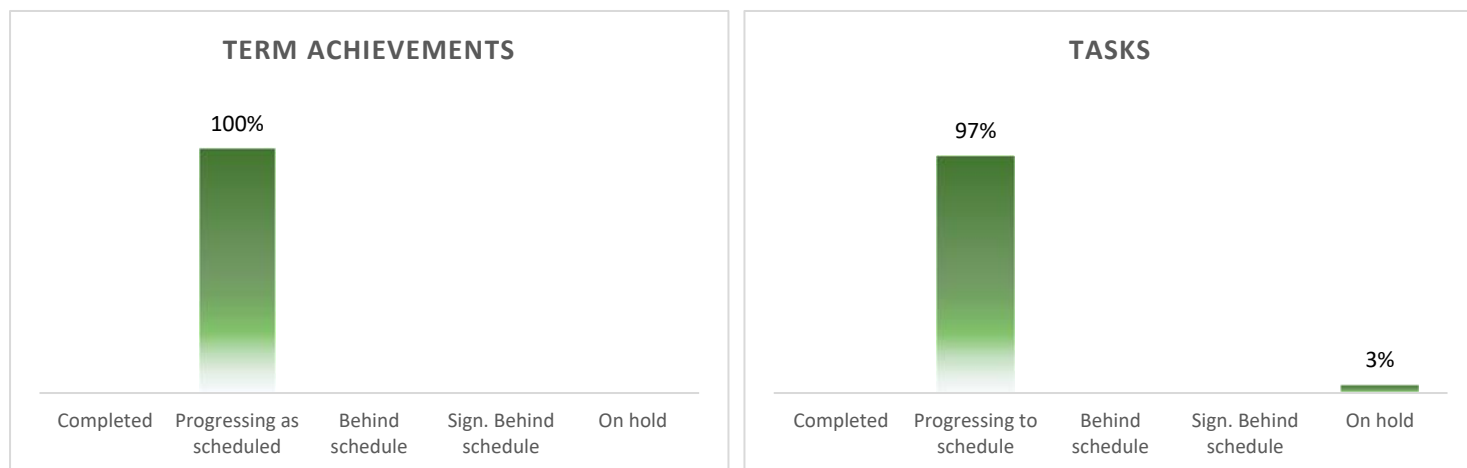


THEME 1

COMMUNITY, PEOPLE AND CULTURE

A healthy, safe, and diverse community that respects our history, and celebrates our differences in a vibrant culture of learning.

Performance summary



Key achievements

- Successful development of the Upper North Shore Volunteer Hub with input from participating organisations. More organisations continue to join the Hub and advertised their volunteer roles. The sub-projects reached over 440 participants.
- Aged Services programs are reaching more older people, with new attendees making up on average 15% at each activity in July to December 2023.
- There was an increase in library service usage compared to the same period in 2022 – an 18% increase or 202,291 additional visits to the four branches and 12.7 % increase or 411,030 additional items borrowed from the collection.
- The Home Library Service provided 4,715 items to those in our community who have difficulties visiting branches.
- A new Library App was launched with 1,509 device downloads (October to December 2023). This app upgrades and enhances the community's access to library information, services and membership management.
- A grants database was developed allowing community groups to identify grant opportunities.
- StartStrong funding has been secured to provide a program for approved community long day care services in Ku-ring-gai. The purpose of the program is to ensure that all children have access to 600 hours of quality preschool education the year before entering school.
- 95 young people participated in a weekly Urban Art program at St Ives Youth Hub, facilitated by Streetwork. This program encouraged positive graffiti expression in a supportive and controlled environment.
- A series of online parenting workshops were delivered in partnership with regional local Councils. Topics included consent and relationships, gaming and addiction and building emotional resilience with teens.
- 140 students attended the annual Mental Health Youth Forum which addressed the varying roles young people can play in improving mental health stigma and accessing services in the community.
- Coordination of steering committee meetings for a regional Youth Sector Strategic Planning Day to be held in February 2024. With 100 registrants from local NGOs, Councils, Health and Education representatives, the planning day will highlight sector barriers and facilitate collaborative approaches to meet the changing needs across the region.
- Awarded a grant of \$84,300 to fund the action plan of the Ku-ring-gai Dementia Alliance.
- Expanded culturally diverse event programming and support including NAIDOC Week as part of the Gai-mariagal Festival, the Chanukah on the Green Jewish Festival and Lighting of the Menorah.
- The delivery of the FIFA Women's World Cup live sites at St Ives Village Green and Wahroonga Park attracting 6,000 people to watch the Matilda's.
- Successful in receiving funding of \$10,000 through a grant application to Multicultural NSW for the 2024 Lunar New Year Festival.
- Council's Simtable project was a divisional winner in the Climate Change Adaption category at the Local Government NSW (LGNSW) Excellence in the Environment Awards in December 2023.


Challenges

- The increasing stringent regulations for volunteers creates difficulties in meeting the high demand for volunteers in the many aged care volunteering roles. In this period, more volunteers were placed in outdoor or other roles.
- Council issued a total of 3,165 Penalty Infringement Notices in the reporting period, representing a value of \$873,805.
- Significant activity in Breach of Development Approvals, resulted in 89 fines to the value of \$264,740.




Focus area: C1: Engagement and connectedness.

Long-Term Objective: C1.1: An empowered community where opportunities are provided for all voices to be heard and participation and engagement are encouraged.


Term Achievement

Code	Description	Progress
C1.1.1	Innovative and effective community engagement that increases opportunities for participation by all members of the community. Signoff Authority: Director Community	
Comments		
Progressing as scheduled. CALD communities are being prioritised for community engagement, a presentation and feedback was sought through the Multicultural Reference Committee. A workshop and survey was developed for Councillors to understand their priorities regarding community engagement.		



Operational Plan Tasks

Code	Description	Progress	Comments
C1.1.1.1	Liaise with staff to ensure the Community Engagement Policy is understood and provide support as needed. Signoff Authority: Manager Corporate Communications	 50%	All staff undertaking community engagement are advised about the requirements of the community engagement policy. The Community and Business Engagement Coordinator supports planning, delivery and reporting of all engagement projects at all stages to ensure requirements of the policy are met.
C1.1.1.2	Enhance engagement with people with disabilities, culturally and linguistically diverse groups and young people. Signoff Authority: Manager Corporate Communications	 50%	Council staff are working to develop Council's Community Engagement Strategy and Toolkit which aims to address opportunities for engaging harder to reach groups. This is being supplemented with other ad hoc projects to engage with these groups. For example we have worked with local schools on nature play projects (Warrawee Public School), educating regarding how Council works and how people can have a say (workshop with CASS) as well as ongoing liaison with the Multicultural Advisory Committee.
C1.1.1.3	Monitor and report on the outcomes of community engagement and consultation. Signoff Authority: Manager Corporate Communications	 50%	A wide range of community engagement projects were undertaken during the period. This included upgrade projects (playgrounds at Mimosa Oval, Turrumurra and Comenarra playing fields, Turrumurra and streetscape upgrades at Eastern Road, Turrumurra), strategy projects (Recreation Needs Study and Generic Plans of Management - General Community Use and Natural Areas) and environmental projects (Roseville street tree planting and Middle Harbour Catchment Flood Study). Project managers were closely supported and advised throughout the planning and delivery of these projects to ensure requirements in the Community Engagement Policy were met.

Term Achievement


Code	Description	Progress
C1.1.2	Increase opportunities for community connectedness, inclusiveness and a sense of belonging. <i>Signoff Authority: Director Community</i>	
Comments		
Progressing as scheduled. A range of opportunities were provided to increase community connectedness and a sense of belonging including supporting local initiatives through community grants, services and programs for seniors and young people, volunteering programs and training, cross-cultural collaboration and understanding activities.		

Operational Plan Tasks

Code	Description	Progress	Comments
C1.1.2.1	Resource and support local initiatives and volunteer organisations through the Ku-ring-gai Community Grants Program. <i>Signoff Authority: Director Community</i>	 80%	2023 Ku-ring-gai Community Grants Program was completed and funds distributed to community groups. Planning for 2024 Grants Program will commence in April 2024 including the acquittal of 2023 grants. An automated grant finding tool on Council's website was introduced to assist organisations in sourcing suitable grants.
C1.1.2.2	Coordinate the Ku-ring-gai Hornsby Volunteer Coordination Service to enhance the capacity of local organisations to deliver services to older and frail aged residents. <i>Signoff Authority: Manager Community Development</i>	 50%	Local Commonwealth Home Support Program (CHSP) organisations were supported through dissemination of updated policy information and by extensive promotion of their volunteer opportunities. From July to December, as requested by local community organisations, 15 volunteer roles were advertised through the Hornsby/ Ku-ring-gai Volunteer Referral Services; 90 volunteers were referred to local organisations for suitable volunteer roles based on their interests, skills, availability and age.


Key Achievements

The increasing stringent regulations for volunteers creates difficulties in meeting the high demand for volunteers in the many aged care volunteering roles. In this period, more volunteers were placed in outdoor or other roles.

C1.1.2.3	Resource and support volunteers by providing information, training and participation opportunities and recognising their contribution to the community. <i>Signoff Authority: Manager Community Development</i>	 50%	During the period, 25 volunteer host organisations were included in the newly built Upper North Shore Volunteer Hub to present their volunteer information and needs through the platform to potential volunteers. Major volunteer projects were delivered to expand the impact of the Hub. These projects include: * three information sessions were delivered to approximately 220 potential volunteers including new citizens and their family members during a citizenship ceremony and new migrants in TAFE's Adult Migrant English Program. * a volunteer forum was delivered with 88 participants including potential volunteers, high school students, current volunteers and host organisations' volunteer coordinators/managers to discuss barriers and solutions of volunteering. * a volunteer appreciation party was delivered to celebrate the International Volunteer Day with over 120 current volunteers from 31 local organisations. * two volunteer coordinators training workshops in volunteer recruitment and change management were delivered to 15 volunteer coordinators from 13 local organisations.
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Key Achievements

The shape of the Upper North Shore Volunteer Hub was formed with participating organisation's input. More organisations continue to join the Hub and advertised their volunteer roles. The sub-projects reached over 440 participants who benefit from the initiative.

C1.1.2.4	<p>Deliver environmental volunteering programs.</p> <p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	 <p>50%</p>	<p>548 Bushcare/Streetcare/Parkcare volunteers at 77 group sites and 62 individual sites, contributed over 6,500 hours. Two youth groups at two sites contributed over 100 hours. 52 corporate volunteers at two sites contributed 124 hours.</p> <p>14 Streamwatch volunteers at four sites contributed 84 hours monitoring local creeks.</p> <p>12 x propagation shed volunteers contributed 450 hours propagating plants for environmental programs, citizenship awards and various sustainability events.</p> <p>1 x 70sqm Woody Meadows pilot (Transmission Park, St Ives) site planted by staff and 16 volunteers with 200 plants from the community nursery.</p> <p>The Native Bee program engaged 15 volunteers who either painted beehives (96 hours) or support staff splitting (or rehousing) 180 native bee hives (252 hours)</p> <p>Pool to Pond program is on hold as registered ponds remains low.</p> <p>Warrimoo Trailcare site and volunteers stable, Jubes without convenor, less active, Tryon Trailcare at Lindfield Soldiers Memorial, on hold - inactive, two community gardens continue with stable numbers. Mayor and Councillors visited Turramurra community garden to celebrate opening of the shelter which was funded by the NSW government.</p> <p>30 x verge garden checklists were submitted - 40 x tubestock from community nursery given to four residents.</p> <p>National Tree Day Loyal Henry Park, Roseville was held - 100 volunteers planted 628 plants.</p> <p>Two introduction to Bushcare and Plant ID workshops were held.</p> <p>End of Year Volunteer Thank you lunch - 90 attendees.</p>
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Key Achievements

Recruited new Environmental Volunteer Programs Officer, three new Environmental Volunteer Programs support officers and new Environmental Volunteer Programs Volunteer and Nursery Officer.

Stage one completed of transition to new and improved solid wood hives.


96 Honeycollectors created out of retired foster hives for residents to keep.

Successfully completed works for over 50% Environmental Conservation grants.



Focus area: C2: Housing choice.

Long-Term Objective: C2.1: Housing choice and adaptability support the needs of a changing population.

Term Achievement

Code	Description	Progress
C2.1.1	Council's planning approach to the provision of housing across Ku-ring-gai is responsive and addresses the supply, choice and affordability needs of the community and the changing population. Signoff Authority: Director Strategy & Environment	
Comments		
Progressing as scheduled. A series of planning proposals have been assessed taking into account Council's adopted position on the Local Housing strategy. An ongoing assessment of affordable housing schemes has been undertaken in light of the state governments affordable housing policy implementation.		


Operational Plan Tasks

Code	Description	Progress	Comments
C2.1.1.1	Monitor and process proponent led and Council's planning proposals for additional housing. Signoff Authority: Manager Urban & Heritage Planning	 50%	A series of planning proposals have progressed including Stanhope Road East Killara, Killeaton Street, Pacific Highway Pymble, and Rohini Street and Kissing Point Road Turramurra.
Key Achievements			
Assessment and processing of planning proposals for additional housing have continued including refusal of an inappropriate planning proposal at 95 Stanhope Road East Killara.			
C2.1.1.2	Investigate strategies and models that will assist the provision of affordable housing choices consistent with the Local Strategic Planning Statement (LSPS). Signoff Authority: Manager Urban & Heritage Planning	 0%	Further research has been undertaken on affordable housing models. Reason This task remains on hold following Council's resolution of 16 November 2021. In the absence of an adopted Housing Strategy that can accommodate new housing, it is difficult to effectively plan for affordable housing. Remedial Action Monitor and review the planning being undertaken by other Councils, Regional Organisation of Councils and Department of Planning and Environment.


Focus area: C3: Health and wellbeing.


Long-Term Objective: C3.1: An equitable, inclusive and resilient community that cares and provides for its residents and embraces healthier lifestyles.


Term Achievement

Code	Description	Progress
C3.1.1	Council's policies, programs and advocacy address the social, information and health needs of all age groups, reduce disadvantage and address gaps in service provision. <i>Signoff Authority: Director Community</i>	
Comments		
Progressing as scheduled. Council initiated a number of programs and services towards creating a more equitable, inclusive and resilient community including comprehensive library services, information to raise awareness and educate the community, children services supporting working families and aged services aimed at improving the mental wellbeing of seniors.		

Operational Plan Tasks

Code	Description	Progress	Comments
C3.1.1.1	Develop and implement effective plans, services and programs to proactively address the changing needs of the community including recommendations and programs identified in Council's Community Needs Analysis and Children's Services Needs Study. <i>Signoff Authority: Manager Community Development</i>	 50%	<p>Children's Services: Vacation Care received a high uptake of places at the St Ives Getaway service with local children attending excursions and partaking in activities. The service has been progressing with the Department of Education to secure an additional 25 children per day at St Ives Getaway. The Thomas Carlyle Centre has been called for an Assessment and Ratings which will occur between 15 January and 29 March 2024. Start Strong funding has been secured to provide a program for approved community long day care services across NSW. The purpose of the program is to ensure that all children have access to 600 hours of quality preschool education the year before entering school. KU support services are assisting the Centre to develop a Strategic Inclusion Plan (SIP) which is planning tool for services which assist in improving and embedding inclusive practices in line with the National Quality Standards. Family Day Care are working with the Department of Education to have a partial reassessment of their Assessment and rating.</p> <p>Youth Services: An active community Hub model was implemented at Gordon and St Ives Youth Centre's during this reporting period. Local youth services including KYDS, Streetwork, Headspace, GambleAware and Lifeline, delivered outreach programs to promote targeted community support for young people at the Hubs. At St Ives Youth Hub, 95 young people participated in a weekly Urban Art program facilitated by Streetwork. This program encouraged positive graffiti expression in a supportive and controlled environment. A series of online parenting workshops were delivered in partnership with regional local Councils. Topics included consent and relationships, gaming and addiction and building emotional resilience with teens. The annual Mental Health Youth Forum addressed the varying roles young people can play in improving mental health stigma and accessing services in the community. With 140 students in attendance, the Forum promoted local youth services as well as highlighted cross-cultural perspectives and lived experiences of mental illness. Council has coordinated and facilitated steering committee meetings for a regional Youth Sector Strategic</p>

			<p>Planning Day for February 2024. With 100 registrants from local NGOs, Councils, Health and Education representatives, the planning day will highlight sector barriers and facilitate collaborative approaches to meet the changing needs across the region.</p> <p>Disability Services:</p> <p>The Sunflower Program was started in July 2023 and aims to provide people with a hidden disability with a way to indicate their desire for potential additional assistance. All customer service staff (including library staff and Wildflower Garden rangers) have received specialised training to recognise and support people who choose to wear the lanyards. Lanyards are available at no charge from multiple Council venues and this was advised to constituents via a written piece in the newsletter accompanying the 2023 rates notice (all addresses in Ku-ring-gai) as well as social media, eNews, Council website and library newsletter. The Ku-ring-gai Dementia Alliance (KDA) received 'working towards a dementia friendly community status' in July. The KDA aims to reduce the stigma and isolation experienced by people with dementia and carers and concurrently raise awareness of dementia and the support services available to support both people with dementia and their carers.</p> <p>Aged Services:</p> <p>Seniors' social outings to places of interest with a group lunch, as well as seniors' weekly exercise classes and fortnightly chess club continued with many activities fully subscribed. Seminars for older people were provided, with 40 to 50 people attending each seminar. All programs are designed to prevent social isolation and to improve their mental and physical health. Programs are reaching more older people, with new attendees making up on average 15% at each activity in July to December.</p>
Key Achievements			
Aged Services - programs are reaching more older people, with new attendees making up on average 15% at each activity in July to December.			
C3.1.1.2	<p>Partner with key stakeholders to deliver community programs in response to identified community needs.</p> <p>Signoff Authority: <i>Manager Community Development</i></p>	 50%	<p>Aged Services invited speakers from The Resilience Centre, Twenty10 and NSLHD Eating Disorders Service to give a seminar suggesting ways in which grandparents can support their grandchildren through challenging life events such as family divorce, exploring gender identity and experiencing eating disorders and other mental health issues. This seminar was attended online and in-person by 42 people. To help older people find support services to allow them to stay in their own homes, a speaker from Seniors Rights Service gave a presentation on accessing help at home, and five local organisations that provide Aged Home Support each gave short talks about their services, to 48 attendees. A seminar on keeping your brain healthy as you age and maintaining social connections was delivered to 45 seniors by two researchers from the Centre for Healthy Brain Ageing, University of NSW.</p> <p>Council is coordinating the Ku-ring-gai Dementia Alliance, which is comprised of seniors-involving community groups and service providers, as well as interested individuals, in order to create a Dementia Friendly Community in Ku-ring-gai.</p> <p>Youth Services coordinated a number of programs this period. During the October school holiday period, Barista and Job Ready workshops were delivered to 30 young people in partnership with Darcy St Project and State Government Funded Transition to Work. In collaboration with Library Services, the Youth Team supported 180 year 12 students at the HSC Library</p>

			<p>Lock-including Youth Hub activities and dinner. This initiative was paired with casual check-ins from Lifeline's community engagement team as well as two workshops to 40 HSC students about navigating the university application process and post-school opportunities. The annual Mental Health Youth Forum promoted the de-stigmatisation of mental health and featured 25 community services with 140 local high school students in attendance. The Youth Team facilitated the national Love Bites program to Year 9 students at Killara High. This evidence-based program deconstructs gender stereotypes and encourages healthy, respectful relationships.</p> <p>Childrens' Services work with KU Inclusion Support Services to support children with additional needs who attend Vacation Care, Family Day Care and Thomas Carlyle Children's Centre.</p>
C3.1.1.3	<p>Deliver accessible and inclusive library services to the community, including information and lending services, consistent with social justice principles.</p> <p>Signoff Authority: <i>Manager Library Services</i></p>	<p> 50%</p>	<p>This period saw increases compared to the same period 2022. A 12.7% increase in loans was realised with 304,595 physical items and 106,435 digital items being lent. There was an increase of 19% in visitations across the 4 branches.</p> <p>A survey of the community was conducted in August and the following actions have occurred to address feedback:</p> <ul style="list-style-type: none"> * overdue fines are a barrier to library use - fines were removed on 1 July prior to the survey commencing. To address this feedback, additional promotion has been undertaken. * requests for a Library app - work for this was in progress at the time of the survey and the app was delivered October. Since launch, 1,509 devices have downloaded the app, creating new opportunities for engagement. * limitations on internet provision - improvements in Wi-Fi coverage at Gordon Library were made, along with increased download limits (1.5GB to 5GB) and speeds (15MBPS to 25MBPS). The community are now able to self-extend their PC sessions for up to 20 minutes. * access to online membership without having to visit the library - Council implemented an eMember including promotion to residents. This membership type provides access to eLibrary, online databases, booking of study rooms and printing system without having to provide identification. * weekend/night access to libraries - a grant application was submitted to the State Library of NSW for a project that will allow a pilot of an extended hours access model to key library services. * programs promoting inclusion were delivered including Service NSW "Savings Finder"; film screening of Voice to be Heard sharing the story of the path to today's Voice referendum; Todd Alexander speaking on caring on ageing parents and Jessica Kirkness speaking on hurdles for the deaf community. A partnership with Australian Library and Information Association and Federal Government, delivered the Aged Care Reform Hub at Turramurra Library providing specialised information on aged care services and reform initiatives and programs. Craft-a-noons (20 sessions held with 240 attendees) and Lego Clubs (23 sessions held with 187 children attending) were introduced at Lindfield Library to engage primary aged children. <p>The Home Library Service provided 4,715 items to those in our community who have difficulties in visiting our branches.</p>


Key Achievements

There was an increase in usage compared to the same period in 2022 - noting the below:



* 202,291 visits to the four branches represents an increase of 18%.

* 411,030 items borrowed from the collection represents an increase of 12.7%.

Term Achievement

Code	Description	Progress
C3.1.2	Recreational and leisure opportunities are increased to promote wellbeing. <i>Signoff Authority: Director Community</i>	
Comments		
Progressing as scheduled.		
To enhance recreational and leisure opportunities and promote wellbeing, Council undertook a range of initiatives such as providing a range of recreational facilities and programs targeting seniors, young people, parents with young children and activities encouraging social interaction and community involvement.		


Operational Plan Tasks

Code	Description	Progress	Comments
C3.1.2.1	Deliver healthy and active lifestyle programs and activities in collaboration with agencies and partners. <i>Signoff Authority: Manager Community Development</i>	 50%	The three Seniors' Functional Fitness classes remain popular with all classes at or near capacity and current class members continuing in each subsequent term. Planning commenced for a Chair Yoga for Seniors class in Term 1 2024, and Active Ku-ring-gai classes were promoted to seniors. Active Ku-ring-gai facilitated the following programs in the second half of 2023: Mums and Bubs, Junior and Intermediate Golf, Junior Tennis, Social Tennis, Tai-Chi, and Yoga. The past six months has seen the introduction of our new Junior Tennis 10-week term programs, and 2-day school holiday clinics which have been successful in increasing the skill level of Ku-ring-gai's 6-10 year old tennis players. Active Ku-ring-gai saw increased interest and participant uptake in its Mums and Bubs program in particular, resulting in the facilitation of two classes per week in Term 3. Further, our Junior and Intermediate Golf programs were fully booked, our Social Tennis program was expanded to allow an increase in participant numbers, and Yoga classes remain extremely popular. Participant numbers have remained steady with classes retaining past participants and also welcoming new faces.
Key Achievements			
Achievements include the orchestration of an additional Mums and Bubs class in Terms 3 and 4, an increase in participant numbers for Social Tennis in Terms 3 and 4, and the coordination of our new Junior Tennis program. In terms of challenges, we have noticed a slight drop off in participant numbers in our Junior Golf programs. This has occurred in line with the reduction of the discount allowed via Active Kids Vouchers – eligible families (Tax Benefit A) now receive two \$50 per child per year, whereas all families previously received two \$100 vouchers per child per year. This has indirectly increased the cost to parents of our Junior programs and clinics and may have effected participation numbers.			
C3.1.2.2	Ensure facilities are of a standard to support programs and events that improve the wellbeing of the community. <i>Signoff Authority: Acting Manager Technical Services</i>	 50%	Work was completed on the 50m outdoor pool at the Ku-ring-gai Fitness and Aquatic Centre (KFAC) and was reopened to the public. Both golf courses remain in very good condition even with high players numbers. Upgrade work for Lofberg netball courts (West Pymble) is complete with new asphalt surfacing in place. Major upgrade works to Richmond Park tennis courts (Gordon) is currently under way.


Focus area: C4: Diversity and inclusiveness.


Long-Term Objective: C4.1: Harmonious communities that understand, value and accept each other, and embrace our evolving cultural identities.

Term Achievement


Code	Description	Progress
C4.1.1	Barriers to social inclusion and participation, and access to social services and community facilities are reduced. <i>Signoff Authority: Director Community</i>	
Comments		
Progressing as scheduled. To reduce barriers to social inclusion, Council undertook a range of actions during the period including, continuing to implement the Access, Disability and Inclusion Plan, establishment of a Dementia Friendly Alliance with a view to obtaining formal recognition of Ku-ring-gai as a Dementia Friendly Community, and obtaining a grant to run workshops for people with complex health care needs during disasters.		

Operational Plan Tasks



Code	Description	Progress	Comments
C4.1.1.1	Implement Council's Access, Disability and Inclusion Plan. <i>Signoff Authority: Manager Community Development</i>	 50%	Council secured grant funding of \$9,700 under the Extreme Weather Community Resilience Grant Program (Northern Sydney Primary Health Network) to run a series of workshops aimed at assisting people with disability and/or health care needs become more independent during a natural disaster. Funding was awarded (\$84,300) to the Ku-ring-gai Neighbourhood Centre and in conjunction with Council's Aged Services Coordinator, staff will implement the majority of the Ku-ring-gai Dementia Alliance's action plan items. During the reporting period, Council: * attended Hornsby Ku-ring-gai Multicultural Network meetings, Northern Suburbs disability expo and northern suburbs disability network meetings. * supported Hornsby Ku-ring-gai Hospital's dementia action day stall. * attended a webinar on Disability Inclusion Actions Plans - Best Practice. * assisted Marian Street Theatre for Young People with the creation of a social story for their use at their access performance of Treasure Island. * attended the NDIS Service Provider Expo on 23 November. * represented Council at the Northern Sydney Dementia Collaborative meetings. * submitted annual Disability Inclusion and Access Plan progress report (December). * co-chaired the Ku-ring-gai Dementia Alliance meetings. Work includes the formulation of a survey to determine the level of understanding about dementia and chronic traumatic encephalopathy in the community and assess knowledge gaps regarding service provision. A carers pamper day, for carers of people with a disability or frail aged, was held in conjunction with Gordon Pymble Uniting Church on 19 October.

C4.1.1.2	<p>Implement programs in response to identified community needs that promote social inclusion.</p> <p>Signoff Authority: <i>Manager Community Development</i></p>	 50%	<p>The Ku-ring-gai Dementia Alliance received recognition as 'working towards becoming a dementia friendly community'. This is the first step in achieving dementia friendly communities status.</p> <p>Activities undertaken during the period includes:</p> <ul style="list-style-type: none"> * launched the Sunflower Program across Council. * wrote training that was delivered to customer service staff on hidden disabilities and communicating with a person who may have dementia. * completed a pilot program aimed at new immigrants to the area that introduces the role of Council in the Australian political system, brief history of Ku-ring-gai, how to become involved in Council, both in providing feedback on planning and policy as well as how to become a Councillor. <p>Council's Aged and Disability Officers wrote a grant application under the auspice of Ku-ring-gai Neighbourhood Centre for \$84,300. This grant will be used to fund the action plan of the Ku-ring-gai Dementia Alliance towards Ku-ring-gai being recognised as a dementia friendly community.</p>
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Term Achievement

Code	Description	Progress
C4.1.2	<p>Expanded programs and events support our diversity.</p> <p>Signoff Authority: <i>Director Community</i></p>	
Comments		
<p>Progressing as scheduled.</p> <p>Expanded Indigenous Programming with the NAIDOC Week events delivered in the Gai-mariagal Festival. Council supported the Chanukah on the Green Jewish Festival and attendance increased at the Lighting of the Menorah.</p> <p>Additionally, Council partnered with community church groups for Christmas events across wards in Ku-ring-gai with a strong visitation recovery post COVID-19.</p>		

Operational Plan Tasks


Code	Description	Progress	Comments
C4.1.2.1	<p>Deliver community education programs and events that celebrate our diversity.</p> <p>Signoff Authority: <i>Manager Visitor Experience & Events</i></p>	 50%	<p>During the reporting period over 56,000 people attended events throughout Ku-ring-gai. This included the popular Spring Twilight Concert at Wahroonga Park on 21 October with over 3,000 community members gathering to enjoy the free evening of entertainment, and the FIFA Women's World Cup Lives sites at St Ives Village Green and Wahroonga Park attracting 6,000 people to watch the Matilda's throughout the tournament.</p>
Key Achievements			
The delivery of the FIFA Women's World Cup live sites at St Ives Village Green and Wahroonga Park to watch the Matilda's.			
C4.1.2.2	<p>Develop and deliver information collections, including local studies and electronic resources, that reflect cultural diversity and pride in local community.</p> <p>Signoff Authority: <i>Manager Library Services</i></p>	 50%	<p>The Library Resource Project (Collections budget) is on track which includes the addition of 27,056 items year to date. This comprises of 15,036 physical and 12,020 digital items, ensuring all members of Ku-ring-gai has access to contemporary collections in branch and remotely for all ages and stages of life. 470 items in Chinese were added to the collection (133 physical and 337 digital) between July and December 2023 to accommodate the 20% of Ku-ring-gai residents that are Chinese (Census 2021).</p>

			<p>A new board game collection was purchased with games suitable for all ages for a library experience initiative. 112 board games have been added to the collection for loan, with 79% of the collection being borrowed in its first months. Additional games are being added regularly to keep up with demand.</p> <p>Multicultural box service provision (in conjunction with State Library of NSW) continues to be heavily utilised, with Ku-ring-gai being the sixth highest user of the resource in NSW. The library has had a variety of different languages requested throughout the service showing the diversity of the community. The most popular languages requested through the service have been Dutch, French, German, Hebrew, Hindi, Hungarian, Italian, Japanese, Korean, Persian, Portuguese, Russian, Sinhalese, Spanish and Ukrainian.</p> <p>Council's new Library app was made available to the community increasing accessibility of the collection 24/7. Since its launch in October 2023, 1,509 devices have downloaded the app, which increases monthly.</p>
Key Achievements			
New Library app launched with 1,509 devices (October to December 2023) downloading it. This app upgrades and enhances the community's access to library information, services and membership management.			


Focus area: C5: Creativity.


Long-Term Objective: C5.1: Our creativity and rich cultural diversity is promoted and celebrated.

Term Achievement

Code	Description	Progress
C5.1.1	Creativity and cultures are expressed through expanded programs and events. Signoff Authority: Director Community	
Comments		
Progressing as scheduled. There was an increase in creative and cultural destination events programming with major regional events being held in Ku-ring-gai including the Gai-mariagal Festival, FIFA Women's Football World Cup Live sites, Eco Festival, Spring Twilight Concert, Wahroonga Food & Wine Festival, St Ives Food & Wine Festival, Oxfam Trail Walker, Bricks Backyard Ultra Marathon, Wahroonga Village Fair and Christmas Markets.		


Operational Plan Tasks

Code	Description	Progress	Comments
C5.1.1.1	Promote a range of events using Council channels including social media. Signoff Authority: Manager Corporate Communications	 50%	Social media content is planned on a weekly basis and all major events for Council were promoted during this reporting period.

C5.1.1.2	<p>Promote opportunities for Indigenous and cultural groups to stage events consistent with Council's destination events program, including opportunities to partner with destination assets and other local government areas.</p> <p>Signoff Authority: <i>Manager Visitor Experience & Events</i></p>	 50%	<p>Council was successful in receiving funding of \$10,000 through a grant application to Multicultural NSW for the 2024 Lunar New Year Festival which is being developed with Council departments and major external partner CASS.</p> <p>Chanukah on the Green was held on 7 December and saw 2,500 people celebrate at the St Ives Village Green. The Jewish community also held the Lighting of the Menorah on 13 December at Council Chambers with community and staff coming together for the ceremony.</p> <p>The Ku-ring-gai community groups held successful Christmas carol events at Lindfield Village Green, Cameron Park Turramurra, Bannockburn Oval Pymble and Roseville Park throughout December with approximately 1,400 people in attendance.</p>
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Key Achievements

Council was successful in receiving funding of \$10,000 through a grant application to the Multicultural NSW for the 2024 Lunar New Year Festival which is being developed with Council departments and major external partner CASS.

C5.1.1.3	<p>Encourage and support participation in lifelong learning and community connection within broad cultural, creative and information programs.</p> <p>Signoff Authority: <i>Manager Library Services</i></p>	 50%	<p>1 July - 31 December 2023 saw great community engagement with the art centre and the library.</p> <p>Attendees at the library's adult and all-ages programs totalled 1,181 with an average of 43 attendees per program. These events included a celebration of Diwali, the launch of the board game collection, a chess tournament as well as author talks from the likes of Aunty Yvonne Weldon, Anna Funder, Peter FitzSimons, Liz Hayes and Richard Glover. Intergenerational learning was also delivered through a pilot program of Young Mentors, delivered in partnership with Killara High School.</p> <p>Children's programs at the library saw a total of 4,308 children in attendance over the period. Families showed a consistent interest in the Storytime programming as well as special events, like writing workshops with Matt Stanton which helped Ku-ring-gai children develop their creative voice. Programs such as the book clubs and book Week school visits helped the children continue to engage with the power of stories, and share their own voices.</p> <p>At the art centre, the Winter and Spring School Holiday programs saw a combined enrolment of 291 children accessing the centre and learning enriching art skills across ceramics, painting, drawing, jewellery making, crafting and creative writing.</p> <p>Since July, the art centre has staged 5 well attended student and tutor exhibitions. It has also introduced external hiring of the gallery space in the period and welcomed The Cerebral Palsy Alliance to the exhibition space. They presented over 40 works by artists with disabilities.</p> <p>The creative writing course for children celebrated the success of 6 of its students who achieved awards in Council's 2023 Poetry Competition while many adult students successfully participated in a range of shows, art societies, and external exhibitions and competitions.</p>
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Key Achievements

Attendees at the library's adult and all-ages programs totalled 1,181 with an average of 43 attendees per program. Children's programs at the library saw a total of 4,308 children in attendance during the period.




Focus area: C6: Safety and emergency management.



Long-Term Objective: C6.1: A community that feels safe and is equipped to respond to risks to life and property from emergency events.


Term Achievement

Code	Description	Progress
C6.1.1	Programs are implemented to manage risks and impacts on public safety. Signoff Authority: Director Development & Regulation	
Comments		
Progressing as scheduled. All sub programs are on schedule. Swimming Pool Barrier Inspections, Food Shop Inspections, Annual Fire Safety Statement collection Register and the Water Cooling Register are up to date. Companion Animals Management continues to require substantial resources to ensure registration rates are achieved, with 94% of all animals currently having lifetime registration. The regulation of parking is particularly focussed on ensuring turnover of available spaces in town centres and safety outside schools and other transport hubs.		
Key Achievements		
Council issued a total of 3,165 Penalty Infringement Notices in the reporting period, representing a value of \$873,805. Significant activity for breach of Development Approval resulted in 89 fines to the value of \$264,740. 1,305 premises are currently registered on Council's Essential Services Register for fire safety.		


Operational Plan Tasks

Code	Description	Progress	Comments
C6.1.1.1	Facilitate, resource and promote collaborative approaches to community safety that prevent anti-social behaviour and support local crime prevention initiatives. Signoff Authority: Director Community	 50%	Staff continued to attend Police Community Safety meetings and regular liaison with Police on community safety matters. A Security Risk Assessment utilising the principles of Crime Prevention Through Environmental Design was completed at the St Ives Community Centre and surrounds in partnership with the Ku-ring-gai Police Area Command. A number of recommendations are being progressively implemented including enhanced CCTV camera coverage of the area, security lighting and other measures designed to reduce the likelihood of unauthorised access to the building.
C6.1.1.2	Crime Prevention Through Environmental Design (CPTED) principles are incorporated into the design and construction of Council's Capital Works. Signoff Authority: Acting Director Operations	 50%	Design consultancy works commenced for the clubhouse at Bannockburn Oval, Pymble with architects being briefed on stringent requirements to incorporate CPTED principles within the works. A procurement package for the Auluba Oval, South Turramurra, amenities refurbishment was finalised for construction to commence in the coming months. Eldinhope Green, East Wahroonga, playspace tender was reported to Council in November 2023.
C6.1.1.3	Implement the Companion Animals Management Plan 2020-2025, having due regard for any new controls imposed via amended relevant legislation. Signoff Authority: Manager Compliance & Regulation	 50%	The Regulatory team is working in accordance with the adopted Companion Animals Management Plan 2020-2025. For the reporting period, Council received: * 355 companion animals requests. * 9 nuisance cat requests, 0 feral cat request and 3 cat pick up request. There were 31 general companion animal enquiry requests and 4 dead companion animal request.


			<p>* 15 lost and found requests, 22 dog attack requests, 139 barking dog requests, 6 dog pickup requests, 52 roaming dog requests, and 12 inspect oval requests.</p> <p>* 444 registrations in Council Chambers and via the NSW Pet Registry. Registration money for this period totalled \$22,499.</p> <p>There are currently 4 Dangerous Dog Orders in the Ku-ring-gai area, however 3 of those dogs have moved without the owner notifying Council of the new address. There are currently 18 Menacing Dog Orders in place in the Ku-ring-gai area. The number of Control Orders stands unchanged at two.</p> <p>There are currently 13 dogs under Nuisance Dog Order in Ku-ring-gai. These figures were taken from the NSW Companion Animal Register and Council's Technology One system combined with the CAMO's own register.</p> <p>The cat photo competition was finalised during December. Ten winners received a \$500 voucher for cat containment supplied by CatNets. The winning photographs can be viewed on Council's website.</p>
C6.1.1.4	<p>Ensure all buildings and multioccupancy residential buildings are compliant with Council's Annual Fire Safety Program.</p> <p>Signoff Authority: <i>Manager Compliance & Regulation</i></p>	 50%	<p>The Essential Services Register (ESR) is updated and maintained daily to ensure new essential licenses are captured and old licenses are removed from the register. Currently there is 1,305 essential service licenses.</p> <p>Reminder letters are mailed out monthly to property owners to check their fire safety measures within their building and submit their Annual Fire Safety Statement.</p> <p>New fire safety schedules and fire certificate standard templates are now mandatory.</p> <p>Staff continued to educate building owners and managing agents to fulfil their obligations by submitting their Annual Fire Safety Statement on time.</p> <p>Six large sites have been audited to ensure fire safety measures installed on site correlate with the measures indicated on the Annual Fire safety Statement.</p>
C6.1.1.5	<p>Undertake mandatory inspections of swimming pools as prescribed under legislation.</p> <p>Signoff Authority: <i>Manager Compliance & Regulation</i></p>	 50%	<p>The swimming pool register is regularly updated as information is received with the number of swimming pool compliance inspections requests from pool owners remaining very high.</p> <p>250 swimming pools have been registered in Ku-ring-gai local government area from July to December 2023 with approximately 17,998 swimming pools in Ku-ring-gai.</p> <p>During the period 400 swimming pool inspections have been undertaken with 247 swimming pool directions were served.</p>
Key Achievements			
Staff introduced measurable outcomes that add value to the organisation by addressing the backlog of Section 22E inspections and re-organised a system to make it work more efficiently.			





C6.1.1.6	<p>Implement the Food Safety Protection Program in accordance with the NSW Food Authority Agreement.</p> <p>Signoff Authority: <i>Manager Compliance & Regulation</i></p>	 50%	<p>Council's regulated premises register currently consists of 420 registered food premises, 48 outdoor dining premises, 28 skin penetration premises, 31 cooling towers and warm water systems, 29 public swimming pools, 22 septic/grey water systems within the local government area.</p> <p>Education material on food safety hygiene and changes to legislation have been distributed to shop owners/operators in accordance with the annual program.</p> <p>Food and/or public health related concerns raised by the community were actioned and responded to in accordance with the NSW Food Authority and Government guidelines.</p> <p>During the period, 96 customer requests were received with 55 completed and 153 food premises inspections undertaken.</p>
C6.1.1.7	<p>Maintain Council's register and responsibilities for managing regulated premises.</p> <p>Signoff Authority: <i>Manager Compliance & Regulation</i></p>	 50%	<p>Council's regulated premises register includes food premises, outdoor dining, skin penetration premises, cooling towers, public swimming pools, grey and warm water systems. The register is maintained and updated with new information on a daily basis.</p> <p>Education and information materials were completed and distributed in accordance with annual program.</p> <p>The cooling towers register is continually updated as new information is received.</p> <p>All related customer requests received are actioned in accordance with Council's policy.</p>

Term Achievement

Code	Description	Progress
C6.1.2	<p>Emergency Management Plans are developed and implemented, in partnership with emergency service agencies and key stakeholders.</p> <p>Signoff Authority: <i>Acting Director Operations</i></p>	
Comments		
<p>Progressing as scheduled.</p> <p>Council continued to be an active member of both the Hornsby Ku-ring-gai Local Emergency Management Committee (LEMC) and the Hornsby Ku-ring-gai Bush Fire Management Committee (BFMC).</p> <p>The LEMC met twice, completed a review of Evacuation Centres which will be updated to the EMPLAN in the next quarter and participated in a number of exercises with NSW Police and Rural Fire Service to better prepare for an emergency.</p> <p>The BFMC has begun the implementation of the five-year Bush Fire Risk Management Plan and continues to meet on a quarterly basis with sub committees meeting more regularly.</p> <p>Council continued to engage the community in emergency management through education programs and promotion of the Climate Wise Communities website and program.</p>		
Key Achievements		
<p>Completion of a review of evacuation centres to be included in next revision of EMPLAN and 13 Hazard reduction burns for the reporting period.</p>		

Operational Plan Tasks

Code	Description	Progress	Comments
C6.1.2.1	<p>Implement and report on the Emergency Management Plan (EMPLAN) in consultation with the Hornsby Ku-ring-gai Local Emergency Management Committee.</p> <p>Signoff Authority: <i>Acting Director Operations</i></p>	 50%	<p>The Hornsby Ku-ring-gai Local Emergency Management Committee continued to meet during the period and participated in regional emergency management exercises with combat agencies and functional area representatives.</p> <p>The EMPLAN is under constant review through these meetings.</p>

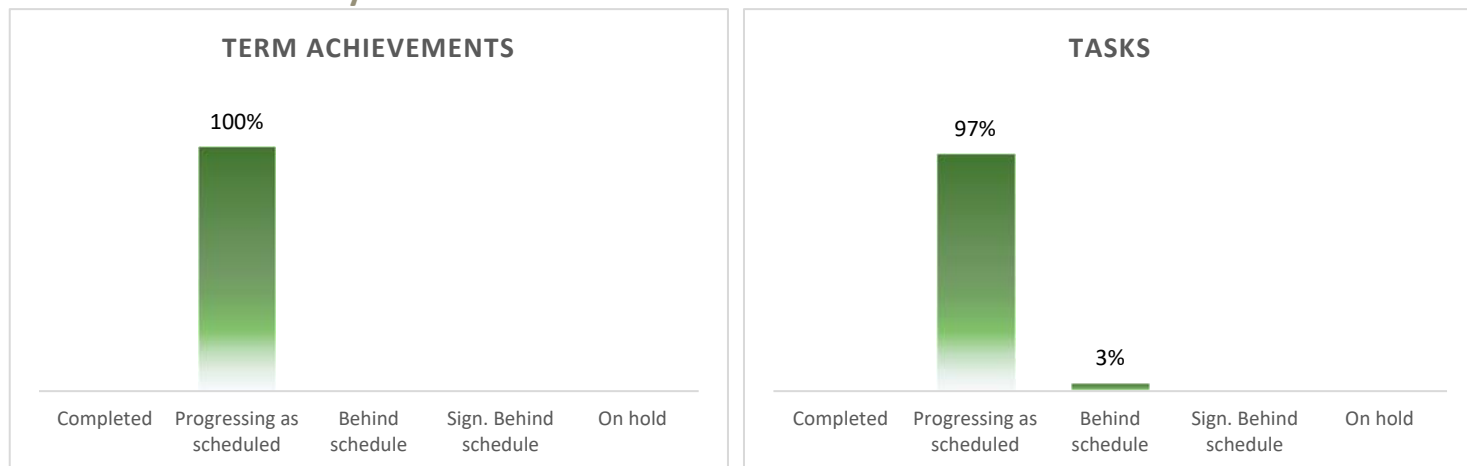
C6.1.2.2	<p>Communicate emergency management plans to residents and the community to improve their preparedness for emergency events.</p> <p>Signoff Authority: <i>Acting Director Operations</i></p>	 50%	<p>Council continued to support community education in preparedness for emergencies through the Climate Wise Communities website, participation and facilitation of community education sessions and through information sharing on social media and Council's website.</p>
Key Achievements			
<p>Council's Simtable project was a divisional winner in the Climate Change Adaption category at the Local Government NSW (LGNSW) Excellence in the Environment Awards in December 2023.</p>			
C6.1.2.3	<p>Implement the Hornsby Ku-ring-gai Bush Fire Risk Management Plan, in consultation with the Hornsby Ku-ring-gai Bush Fire Management Committee.</p> <p>Signoff Authority: <i>Manager Infrastructure Services</i></p>	 50%	<p>Council has completed multiple hazard reduction burns in accordance with the Hornsby Ku-ring-gai Bushfire Risk Management Plan 2022-26. Thirteen hazard reduction burns have been completed totalling 197ha of urban bushland interface.</p>
C6.1.2.4	<p>Complete flood risk management studies in consultation with the Flood Risk Management Committee and investigate priority management actions.</p> <p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	 50%	<p>All 3 flood studies are progressing in line with our most recent approved variations to the Department of Planning and Environment.</p> <p>Lane Cove Southern Catchments has begun.</p> <p>Lane Cove Northern Catchments has nearly reached Milestone 4.</p> <p>Middle Harbour Northern Catchments Public exhibition has closed and comments being finalised.</p> <p>An additional community member was added to the Flood Risk Committee to replace someone who resigned.</p>
C6.1.2.5	<p>Integrate Ku-ring-gai's Bushfire Prone Land Map into Council systems.</p> <p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	 50%	<p>The Ku-ring-gai Bushfire Prone Land Map was adopted at the December 2023 Ordinary Meeting of Council and will be integrated into Council's land management information system over the next reporting period.</p>



THEME 2 NATURAL ENVIRONMENT

Working together as a community to protect and enhance our natural environment and resources.

Performance summary




Key achievements

- Successfully completed works for over 50% of the Environmental Conservation grants.
- Council's DCP has been updated and exhibited with new standards for green building certification.
- Council received three awards for the Net Zero Ku-ring-gai program:
 - Local Government NSW (LGNSW) Excellence in the Environment Awards - Overall Winner
 - Local Government NSW RH Dougherty Awards - Highly Commended
 - Keep Australia Beautiful Sustainable Cities Award - Highly Commended
- Energy Smart and Smart Unit program rebates of \$60,750 have been approved or pre-approved this financial year.
- Recycle Smart commenced providing a collection service of hard to recycle products. This service has been well supported by Ku-ring-gai's residents.


Focus area: N1: Appreciating Ku-ring-gai's unique natural environment.

Long-Term Objective: N1.1: A community empowered with knowledge, learning and information that drives participation in activities that benefit the environment.


Term Achievement

Code	Description	Progress
N1.1.1	The community has an enhanced appreciation of the value of the natural environment, local environmental issues and impacts. <i>Signoff Authority: Director Strategy & Environment</i>	
Comments		
Progressing as scheduled. All communication channels including e-news, social media and website expanded their reach. The new Net Zero website continued to be a popular site offering quality information and interaction to an increasing engaged community.		
Key Achievements		
New and innovative ways to engage and collaborate with residents.		





Operational Plan Tasks

Code	Description	Progress	Comments
N1.1.1.1	Utilise a variety of communication mechanisms and channels for different target groups to deliver environmental information. <i>Signoff Authority: Manager Environment & Sustainability</i>	 50%	Council's engagement with the Ku-ring-gai community has continued to grow strongly online. The Loving Living Ku-ring-gai Facebook page now has 5,622 followers and in the last six months posts on this page reached 84,350 people (includes people reached through posts, stories and ads). The Net Zero Champions private Facebook pages have 215 followers. Our Environment pages on Councils website recorded 24,913 unique views. Our recently launched Net Zero Ku-ring-gai website has hit 10,807 unique views, with the most popular pages being Energy Smart, Net Zero Champions and Electrify your home. Our highly successful Envirotube channel on YouTube and recorded sustainability webinars have reached 4,138 subscribers and views have reached 866,151. The monthly sustainability e-news has 5,508 subscribers, the quarterly Smart Schools enews has 175 subscribers and the Net Zero Ku-ring-gai enews has 750 subscribers.

Term Achievement

Code	Description	Progress
N1.1.2	Increased community activity that benefits the natural environment. <i>Signoff Authority: Director Strategy & Environment</i>	
Comments		
Progressing as scheduled. Across numerous program streams including Better Business Partnerships, Loving Living Ku-ring-gai, lifelong learning including youth programs such as youth environmentalists, are all continuing to inspire positive actions within the community which benefit the environment.		


Operational Plan Tasks

Code	Description	Progress	Comments
N1.1.2.1	<p>Deliver environmental resources and programs for residents.</p> <p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	 50%	<p>Council's Loving Living Ku-ring-gai events program delivered a range of community engagement events including a National Tree Day planting, a composting workshop, plastic-free natural skincare workshop, kids clothing swap, bushfire webinars targeted at high-risk areas, plant ID workshop, rainwater tank know how, and our inaugural Sustainable Futures Day. A total of 2,259 attended these events.</p> <p>Through the Greenstyle program, ten home sustainability advice visits were carried out at the homes of Ku-ring-gai residents. Compost Revolution online saw the sale and delivery of 69 compost bins and 33 worm farms to residents.</p>
N1.1.2.2	<p>Deliver environmental resources and programs for businesses.</p> <p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	 50%	<p>Better Business Partnership (BBP) accreditation progress for July to December 2023:</p> <ol style="list-style-type: none"> 1. Willoughby Council: 3 new and 5 reaccreditations 2. North Sydney Council: 1 new and 11 reaccreditations 3. Ku-ring-gai Council: 8 new and 4 reaccreditations 4. Bayside Council: 6 accreditations / 10 target for the pilot. <p>The Bayside Council pilot is progressing well. There was a changeover of the sustainability project officer now 6/10 businesses brought onto the program. An end of year networking function was held at Ku-ring-gai.</p> <p>The Willoughby Council project manager resigned in October 2023.</p> <p>The new BBP website design and build is in progress.</p>
N1.1.2.3	<p>Deliver environmental education resources, programs and events through a lifelong learning pathway.</p> <p>Signoff Authority: <i>Manager Visitor Experience & Events</i></p>	 50%	<p>The period was strong for programming. A pilot program for a youth program was held and provided valuable lessons for targeting this age group that will be used for further program development.</p> <p>Attendance for the July- December period:</p> <ul style="list-style-type: none"> Nature Play – 1,461 Excursions/ Incursions – 1,584 Nature School - 95 Junior Rangers/ Youth Environmentalists - 155 School Holidays - 960 Special events/ workshops - 660 plus 850 Halloween Trick or Treat Trail
N1.1.2.4	<p>Tender and commence construction of the Cultural and Environmental Education Centre.</p> <p>Signoff Authority: <i>Director Strategy & Environment</i></p>	 37%	<p>The design documentation was completed in preparation to tender for construction. A handover meeting with staff from Council's operations department was scheduled for January 2024.</p> <p>Reason</p> <p>The pre-tender estimate for construction of the project came in over budget resulting in the building design being reviewed to reduce construction costs.</p> <p>Remedial Action</p> <p>Tender documentation will be prepared during the next reporting period and subsequently reported to Council.</p>





Focus area: N2: Natural areas.



Long-Term Objective: N2.1: Our bushland, tree canopy and biodiversity are managed and improved to enhance the health and function of ecosystems.

Term Achievement


Code	Description	Progress
N2.1.1	The condition of bushland and the conservation of native flora and fauna have improved. Signoff Authority: Director Strategy & Environment	
Comments		
Progressing as scheduled.		
Implementation of key bushland strategies and policies continued across the local government area including the Ku-ring-gai Flying Fox Reserve Management Plan, Biodiversity Policy, Fauna Management Policy and the Bushland Plan of Management. The Natural Areas Plan of Management is now with Crown for final review.		
Council completed the Bushland Matrix and bushland resilience and biodiversity continues to be monitored to guide investment.		

Operational Plan Tasks



Code	Description	Progress	Comments
N2.1.1.1	Implement the Natural Areas Plan of Management. Signoff Authority: Manager Environment & Sustainability	 50%	The Natural Areas Plan of Management (PoM) is currently with Crown Lands for review. Actions in the Bushland PoM are being implemented.
N2.1.1.2	Implement the Biodiversity Policy and priority actions including the biodiversity monitoring program. Signoff Authority: Manager Environment & Sustainability	 50%	Biodiversity Policy and priority actions including the biodiversity monitoring program continued to be implemented. Fly-out counts and extent mapping at the Flying-fox camp continue to provide valuable data to camp managers statewide on the population dynamics of flying fox.
Key Achievements			
Flying-fox returned the Gordon camp after a prolonged absence.			
N2.1.1.3	Implement the Fauna Management Policy and priority actions including the fauna monitoring program. Signoff Authority: Manager Environment & Sustainability	 50%	Council is continuing to implement key actions within the Fauna Management Policy, including management of key databases (biobase and habitat assets), research partnerships and delivery of the fauna monitoring program. Council's fauna monitoring program continues to track the distribution and abundance of key species benefiting from conservation management and planning decisions, while effectively engaging the community.
Key Achievements			
The threatened Eastern Pygmy-possum was recorded at four of 10 reserves monitored by staff and volunteers in the north and east of the Ku-ring-gai local government area. Council staff and volunteers continue to monitor the Grey-headed Flying-fox population in Gordon, which have been present in the reserve since October.			
N2.1.1.4	Review service level agreements for bushland maintenance activities and develop maintenance delivery schedules. Signoff Authority: Manager Infrastructure Services	 50%	On track - customer enquiries are being managed in accordance with service level agreements.

N2.1.1.5	Review site management plans for priority bushland reserves and report on monitoring program. Signoff Authority: <i>Manager Infrastructure Services</i>	 50%	Site management plans continued to be reviewed to ensure effective delivery of bushland maintenance activities.
N2.1.1.6	Ensure Biodiversity Offsetting requirements are considered in Environmental Impact Assessments for activities on Council owned or care, control and managed land. Signoff Authority: <i>Manager Environment & Sustainability</i>	 50%	Council continued to implement Biodiversity Offsetting following the key principles of avoid, mitigate, offset throughout Council's projects.

Term Achievement

Code	Description	Progress
N2.1.2	Ecological protection is integrated into land use planning and projects. Signoff Authority: <i>Director Strategy & Environment</i>	
Comments		
Progressing as scheduled.		
Council continued to assess Part 4 Development Applications and Part 5 Activities in accordance with the relevant environmental planning instruments. A template specific for events within the St Ives Precinct is nearing completion and will guide future assessments.		


Operational Plan Tasks

Code	Description	Progress	Comments
N2.1.2.1	Continually review and implement guidelines, processes and templates for environmental assessments. Signoff Authority: <i>Manager Environment & Sustainability</i>	 50%	The Environmental Assessment Procedure continued to be implemented across Council. Capacity building training sessions continued to be undertaken as required to ensure compliance and integration of Council's Environmental Impact Assessment processes. Ongoing minor updated and refinements to the documentation continues to be undertaken with a more significant review planned for the next quarter.
N2.1.2.2	Development applications are assessed in accordance with relevant legislation to protect and enhance ecologically sensitive areas within Ku-ring-gai. Signoff Authority: <i>Manager Development Assessment Services</i>	 50%	Specialist ecological assessments (120 to 8/12/23) have been undertaken consistent with previous comments.




Focus area: N3: Natural waterways.

Long-Term Objective: N3.1: Our natural waterways and riparian areas are enjoyed, enhanced and protected.


Term Achievement

Code	Description	Progress
N3.1.1	The condition and quality of natural waterways and riparian areas have improved. <i>Signoff Authority: Director Strategy & Environment</i>	
Comments		
Progressing as scheduled. Council continued to partner with key industry and community leaders to assist in monitoring and community development. Council is looking at a new gross pollutant trap (GPT) contract and has detailed specifications to ensure better outcomes going forward. Citizen science programs like AUSmap are providing valuable information and we are building our Water Sensitive Cities Website.		


Operational Plan Tasks

Code	Description	Progress	Comments
N3.1.1.1	Participate in research programs and partnerships to advance water management. <i>Signoff Authority: Manager Environment & Sustainability</i>	 50%	Council's water sampling program continued. Staff have supplied data to the Department of Planning and Environment and 'One Creek' for further analysis. Staff have contacted Macquarie University with a PACE project to look at how to improve our life cycle maintenance of our biofilters.
N3.1.1.2	Implement priority actions from the Water Sensitive City Strategy. <i>Signoff Authority: Manager Environment & Sustainability</i>	 50%	The Charles Bean Sportsfield in Lindfield, project report is currently being written up by AUSMAP including final sample analysis by UNSW SMaRT Centre. The Water Sensitive Cities webpage is being revised. An audit of Council's water sensitive urban design (WSUD) has commenced.
N3.1.1.3	Maintain cleaning of water sensitive urban design (WSUD) devices in accordance with asset management plan service levels. <i>Signoff Authority: Manager Waste & Cleaning Services</i>	 50%	Cleaning of sediment basins and gross pollutant traps continued via contract services.

Term Achievement

Code	Description	Progress
N3.1.2	Water harvesting and reuse has increased at Council owned facilities and projects. <i>Signoff Authority: Acting Director Operations</i>	
Comments		
Progressing as scheduled. Council continued to manage water harvesting at multiple park and sportsfield locations as well as the inclusion at public toilets and amenity blocks. Tanks are monitored remotely and the amount of recycled water is monitored.		
Key Achievements		
The recent sportsfield upgrade at Samuel King Oval, North Turrumurra, which included water harvesting for irrigation purposes.		


Operational Plan Tasks

Code	Description	Progress	Comments
N3.1.2.1	<p>Manage water harvesting and reuse sites according to Water Reuse Management Plans, maintenance programs and the Asset Management Strategy.</p> <p>Signoff Authority: Manager Infrastructure Services</p>	 50%	Water harvesting sites are currently running at full capacity given the dry spell over this reporting period. All sites are being used in accordance with maintenance programs undertaken by Council's dedicated teams.
Key Achievements			
The continual decreased reliance on potable water to make our assets more sustainable.			



Focus area: N4: Climate change.


Long-Term Objective: N4.1: A community transitioning to net zero emissions and responding to the impacts of climate change and extreme weather events.

Term Achievement

Code	Description	Progress
N4.1.1	<p>Our community is effectively informed and engaged on climate change impacts and responses.</p> <p>Signoff Authority: Director Strategy & Environment</p>	
Comments		
<p>Progressing as scheduled.</p> <p>Council continued to educate the community on preparedness for extreme weather events which are likely to become more frequent and intense as a result of climate change. Climate Wise Communities engages with impacted communities and the workshops continue to be well attended. Regarding mitigation, Council is working with numerous providers of electric vehicle (EV) charging infrastructure to ensure Ku-ring-gai provides a charging network to support the increased uptake of EV. Council's emissions profile continues to be tracked and reported.</p>		

Operational Plan Tasks


Code	Description	Progress	Comments
N4.1.1.1	<p>Deliver the Climate Wise Communities program to build community resilience to the impacts of climate change and extreme weather events.</p> <p>Signoff Authority: Manager Environment & Sustainability</p>	 50%	Council staff planned to conduct five bushfire workshops using the Simtable. Council's Strategic Bushfire Officer identified locations for each workshop to focus on and residents in the areas defined received a letter inviting them to their particular workshop. This continues to get good numbers of people attending each workshops (usually between 30 and 60 attending). Both NSW Rural Fire Service local brigades and NSW Fire and Rescue support these workshops. The last workshop was scheduled to occur before Christmas but it was decided to conduct it at the end of January to give more residents the opportunity to attend. This workshop will focus on the North Turrumurra area.
N4.1.1.2	<p>Collate relevant data on CO2 emissions and sustainability and use this to inform Council's ongoing net zero program.</p> <p>Signoff Authority: Manager Environment & Sustainability</p>	 50%	The Resilient Sydney platform continues to keep track of emissions across the local government area and is accessible by all teams within Council. For progress metrics related to Net Zero Communities, refer to N5.1.2.1.

N4.1.1.3	<p>Support the community in reaching net zero emissions by 2040 or earlier.</p> <p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	 50%	<p>Council currently has 193 registered Net Zero Champions and a core group of 73 who support community outreach by attending bi-monthly meetings with Council, coordinating/hosting events and sharing advice with fellow residents.</p> <p>Staff worked with these volunteers to run a number of events during the period including our inaugural Sustainable Futures Day at St Ives, Baby & Kids Clothing Swap and our staff and champions hosted stalls at the Wahroonga Village Fair and the Wahroonga Food & Wine Fair.</p> <p>Staff have also been collaborating with a number of neighbouring and wider state contacts to provide advice on their Net Zero community strategies both face to face and online.</p>
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Key Achievements

Council received three awards for the Net Zero Ku-ring-gai program:


1. Local Government NSW (LGNSW) Excellence in the Environment Awards - Overall Winner.
2. Local Government NSW RH Dougherty Awards - Highly Commended.
3. Keep Australia Beautiful Sustainable Cities Award - Highly Commended.


N4.1.1.4	<p>Identify opportunities to support the uptake of low and zero emission vehicles within the community.</p> <p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	 50%	<p>Council has reviewed site proposals by EVIE networks and JOLT for kerbside charger installations at ten locations within Ku-ring-gai, and provided in-principle letters of support for their grant applications. Council has also signed a contract with Plus ES to install two electric vehicle charge points at the Ku-ring-gai Fitness and Aquatic Centre, Turramurra Library and the North Turramurra Recreation Area. The Better Business Partnerships program has updated its rebate initiative to include a rebate supporting the installation of EV chargers within businesses.</p>
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Term Achievement

Code	Description	Progress
N4.1.2	<p>Council's vulnerability to climate change is reduced.</p> <p>Signoff Authority: <i>Director Strategy & Environment</i></p>	
<p>Comments</p> <p>Progressing as scheduled.</p> <p>The Climate Change Adaptation Strategy guides Council's pathway towards net zero. This period focus has been on EV charging infrastructure and working with providers to ensure Ku-ring-gai is capable of supporting an EV fleet. Investigations and feasibility also continued for the new boiler and heating, ventilation, and air conditioning (HVAC) improvements at Ku-ring-gai Fitness and Aquatic Centre (KFAC).</p>		

Operational Plan Tasks


Code	Description	Progress	Comments
N4.1.2.1	<p>Implement priority actions in the Climate Change Adaptation Strategy.</p> <p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	 50%	<p>It was decided that the website developer didn't have the skills to complete the Climate Wise Communities (CWC) prototype and has been let go from the project. There will be a meeting shortly to clarify the work still to be done and to approach a different developer to complete the website. In the meantime we continue to use CWC 1.0.</p>

<p>N4.1.2.2</p>	<p>Implement the Climate Change Policy and integrate across Council operations and community objectives.</p> <p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	<p> 50%</p>	<p>Corporate Climate Change Policy Implementation:</p> <p>A draft concept design has been delivered for an upgrade of the pool hall HVAC at KFAC. An Electrification Options Study (EOS) for the upgrade of the 50m pool boiler was completed. The EOS is now undergoing a peer review with a view to submitting an application for grant funding in April. An LED lighting and control specification has been developed for the depot and will be issued as part of an expression of interest (Eoi) to lighting suppliers.</p> <p>Council has integrated its first electric truck into the heavy fleet and installed two new electric vehicle chargers at the depot.</p> <p>Staff consultation for the Sustainable Assets Professional Development Program has been undertaken, and is informing re-engagement across relevant teams.</p> <p>Council has reviewed site proposals by EVIE networks and JOLT for kerbside charger installations at 10 locations within Ku-ring-gai, and provided in-principle letters of support for their grant applications. Council has also signed a contract with Plus ES to install two electric vehicle charge points at KFAC, Turramurra Library and the North Turramurra Recreation Area. The Better Business Partnerships program has updated its rebate initiative to include a rebate supporting the installation of EV chargers within businesses.</p> <p>A 12 month energy and emissions snapshot was completed and will be presented to Operations. Monthly energy and water snapshots have been compiled and reviewed for KFAC. The Resilient Sydney platform continues to keep track of emissions across the local government area and is accessible by all teams within Council.</p> <p>Community Climate Change Policy Implementation:</p> <p>Council currently has 193 registered Net Zero Champions and a core group of 73 who support community outreach by attending bi-monthly meetings with Council, coordinating/hosting events and sharing advice with fellow residents.</p> <p>The Net Zero Champions private Facebook pages have 215 followers and the Net Zero Ku-ring-gai enews has 750 subscribers. Our recently launched Net Zero website has hit 10,807 unique views, with the most popular pages being Energy Smart, Net Zero Champions and Electrify your home.</p> <p>Council worked with these volunteers during this period to run a number of events including our inaugural Sustainable Futures Day at St Ives, Baby & Kids Clothing Swap and our staff and champions hosted stalls at the Wahroonga Village Fair and the Wahroonga Food & Wine Fair.</p> <p>We have also been collaborating with a number of neighbouring and wider state contacts to provide advice on their Net Zero community strategies both face to face and online.</p>
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Focus area: N5: Sustainable resource management.

Long-Term Objective: N5.1: A community progressively reducing its consumption of resources and leading in resource recovery and the circular economy.


Term Achievement

Code	Description	Progress
N5.1.1	The community is effectively engaged in improved waste reduction, reuse and recycling. Signoff Authority: Acting Director Operations	
Comments		
Progressing as scheduled.		
Council provides a series of waste education programs to assist residents with the waste and recycling services provided by Council. Currently Council's waste recovery is 61% against landfill disposal.		


Operational Plan Tasks

Code	Description	Progress	Comments
N5.1.1.1	Deliver effective and efficient waste management services. Signoff Authority: Manager Waste & Cleaning Services	 50%	All waste and recycling services are continuing to be provided by our contractor Veolia. Recycle Smart commenced providing a collection service of some recyclable products. This service has been well supported by Ku-ring-gai's residents.
N5.1.1.2	Deliver community waste education programs. Signoff Authority: Manager Waste & Cleaning Services	 50%	Recycling workshops were held in November for recycling week with approximately 30 people attending online. Christmas waste reduction messaging in bus shelters and website took place and the final school uniform recycling collection for 2023 was completed.
N5.1.1.3	Deliver additional waste reduction programs as processes and markets develop. Signoff Authority: Manager Waste & Cleaning Services	 50%	Council continued with RecycleSmart for the recovery of hard to recycle items. Textile recovery from units also continued as well as recovery from used Council PPE clothing.
Key Achievements			
The community has provided positive comments with the RecycleSmart program.			
N5.1.1.4	Participate in the Northern Sydney Regional Organisation of Councils (NSROC) Regional Waste Disposal Contract. Signoff Authority: Manager Waste & Cleaning Services	 50%	Continued participation in regional waste disposal contract.
N5.1.1.5	Implement Agreed Regional Waste Plan Actions. Signoff Authority: Acting Director Operations	 50%	Ongoing participation in the NSROC regional working group for waste management.

Term Achievement

Code	Description	Progress
N5.1.2	The community is effectively engaged in energy and water conservation and efficiency programs. <i>Signoff Authority: Director Strategy & Environment</i>	
Comments		
Progressing as scheduled. Council continued to engage the community in energy and water programs during the reporting period. Rebates have been approved or pre-approved under Council's Energy Smart and Smart Units programs, there were 13 solar PV installations and the Water Smart program continued to support the installation of rainwater tanks.		

Operational Plan Tasks

Code	Description	Progress	Comments
N5.1.2.1	Implement programs to assist the community to reduce energy and water use. <i>Signoff Authority: Manager Environment & Sustainability</i>	 50%	Rebates of \$60,750 have so far been approved or pre-approved this financial year through our Energy Smart and Smart Units programs. Actions completed include installation of 13 solar PV installations totalling 125kW of solar PV and 67.5kWh of battery storage. The Water Smart program has supported installation of 3 rainwater tanks with a total capacity of 21,500 litres. The Environment & Sustainability team delivered the Sustainable Futures day event on 30 September. Information was provided through presentations/ discussions with community volunteers to assist residents reduce their emissions in their homes. Approximately 1,500 people attended the event and over 50 attended talks and workshops.
Key Achievements			
Energy Smart and Smart Unit program rebates of \$60,750 have been approved or pre-approved this financial year.			

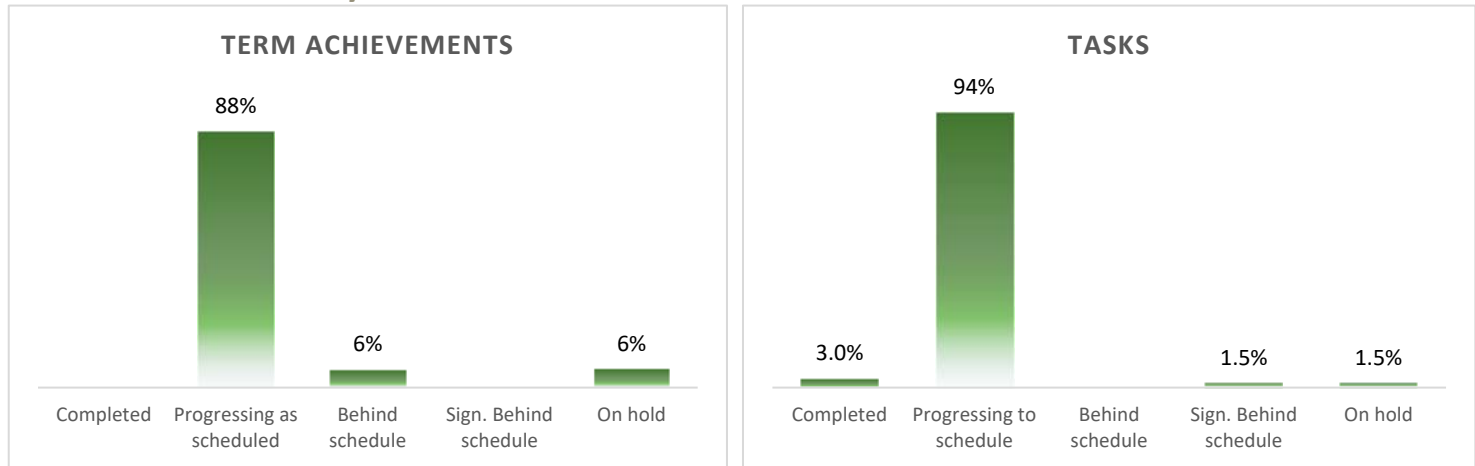


THEME 3

PLACES, SPACES AND INFRASTRUCTURE

A range of well planned, clean and safe neighbourhoods and public spaces designed with a strong sense of identity and place.

Performance summary



Key achievements

- Construction of St Johns Avenue, Gordon `Eat Street` was completed and opened to the public.
- Construction of the indoor sports facility at St Ives High School has commenced.
- Completion of the sportsfield upgrade at Samuel King Oval, North Turramurra, which included water harvesting for irrigation purposes.
- Preparation, exhibition and consultation on the Ku-ring-gai Recreation Needs Study which will inform recreation and open space strategies, plans and policies in time.
- Landscape master planning and tenders issued for key parks to implement the Open space Capital works program.
- Annual Sports Forum conducted with ongoing partnerships with key groups to improve sporting, recreation and leisure facilities.
- Successful collaboration with Warrawee Public School on Duff Street Reserve in Turramurra to gather ideas to develop the concept plan as part of the nature play program.
- Commencement of a Street Tree Planting Pilot project as another step towards increasing the tree canopy across Ku-ring-gai. The pilot program will be held in Roseville as it the suburb with one of the lowest canopy coverage.
- Training of staff in Aboriginal heritage planning and assessment.
- Approval of 13 heritage home grants.


Challenges

- Responding to the NSW Government's announcement of proposed changes to NSW housing policy, Council provided information to residents on the likely impacts of the changes on Ku-ring-gai, opportunities for residents to provide feedback and prepared to make a detailed submission to the NSW Government






Focus area: P1: Preserving Ku-ring-gai's character.



Long-Term Objective: P1.1: Ku-ring-gai's unique visual character and identity is maintained.

Term Achievement


Code	Description	Progress
P1.1.1	Strategies, plans and processes are in place to protect and enhance Ku-ring-gai's unique visual and landscape character. Signoff Authority: Director Strategy & Environment	
Comments		
Progressing as scheduled. Council's Development Control Plan has been updated and exhibited. Development assessment to protect and enhance local character continued, the Urban Forest Strategy is being implemented including monitoring/research, staff are preparing the tree replenishment program and tree preservation policies and procedures continued to be implemented.		

Operational Plan Tasks


Code	Description	Progress	Comments
P1.1.1.1	Continue to review the effectiveness of existing strategies, plans and processes across all programs. Signoff Authority: Manager Urban & Heritage Planning	 50%	A comprehensive housekeeping review of Council's Development Control Plan has been finalised with input from across all Council departments and adopted for public exhibition. A review and implementation of the Urban Forest Strategy to also identify, protect and enhance local character continued.
P1.1.1.2	Development applications are assessed against relevant legislation to protect and enhance the unique visual and landscape character of Ku-ring-gai. Signoff Authority: Manager Development Assessment Services	 50%	Development applications continued to be assessed against all relevant legislation to protect and enhance the unique visual and landscape character of Ku-ring-gai.
P1.1.1.3	Administer and implement Council's tree preservation policies and procedures. Signoff Authority: Acting Manager Technical Services	 50%	1,361 tree requests were received during the reporting period with 1,347 completed and 93 outstanding. Applications continue to be processed within agreed response times.
P1.1.1.4	Implement the urban forest replenishment program for Ku-ring-gai including identification of funding opportunities. Signoff Authority: Acting Manager Technical Services	 50%	Initial community consultation has been completed and staff from the Strategy Department are currently reviewing feedback. Locations for street tree planting are being finalised and further engagement will be undertaken.
P1.1.1.5	Deliver programs to reduce litter and graffiti and provide street cleaning operations to improve drainage and the appearance of Ku-ring-gai. Signoff Authority: Manager Waste & Cleaning Services	 50%	Council Operations associated with litter removal, removal of dumped waste, graffiti removal and street sweeping continued. Council also works with the local Police to reduce graffiti at known hot spots.


P1.1.1.6	Implement priority monitoring from the Urban Forest Strategy. Signoff Authority: <i>Manager Environment & Sustainability</i>	 50%	Priority area tree data collection is being finalised and the Urban Forest team is reviewing the 2022 Greater Sydney canopy dataset release to ensure it is suitable for ongoing canopy monitoring activities.
P1.1.1.7	Oversee and monitor the implementation of the Urban Forest Strategy. Signoff Authority: <i>Manager Urban & Heritage Planning</i>	 50%	During the reporting period implementation of the Urban Forest Strategy has progressed well: * an internal working group was established comprising staff from across the organisation including environment and sustainability, urban design, urban planning, communications, technical services and infrastructure services. The group meets 4-6 times a year. * the Ku-ring-gai Council Tree Replacement Planting List was updated and coordinated with Council's Development Control Plan * a Street Tree Planting Pilot project commenced: A pilot project has commenced as a first step towards increasing the tree canopy across the local government area. The pilot program will be held in Roseville as it the suburb with one of the lowest canopy coverage. Residents within selected streets have been contacted by mail to determine who would like a tree and what type, overall there is strong levels of support for the program from residents. A detailed analysis of potential tree locations has also been undertaken involving reference to below ground services, overhead power lines and existing trees. The trees have been recently procured from a nursery who will hold them until March-April 2024 when they will be planted. An event will be held coinciding with the tree planting. Further engagement will be held to support tree maintenance.
Key Achievements			
As part of a new street tree planting program residents within selected streets in Roseville have been contacted by mail to determine who would like a tree in front of their house. Residents were also asked to nominate their preferred species from a list provided by Council. Overall, there is strong levels of support for the program from residents and a willingness to support tree planting.			

Term Achievement

Code	Description	Progress
P1.1.2	Place making programs are implemented for selected neighbourhood centres. Signoff Authority: <i>Acting Director Operations</i>	
Comments		
Progressing as scheduled. Concept development for East Turramurra is ongoing following feedback from first round of community consultation. Minor modifications were undertaken at Fox Valley Road, Wahroonga during the defects period.		

Operational Plan Tasks


Code	Description	Progress	Comments
P1.1.2.1	Develop concept plans for neighbourhood centres to achieve place-making objectives informed by community engagement. Signoff Authority: <i>Acting Director Operations</i>	 50%	Community consultation was undertaken on the concept plan for East Turramurra. Feedback from consultation has led to the need to review scope of works and amend the concept plan before proceeding to detailed design.

P1.1.2.2	Undertake a coordinated program of neighbourhood centres revitalisation. Signoff Authority: <i>Acting Director Operations</i>	 50%	Minor modifications were undertaken at Fox Valley Road upgrade. Community consultation for the East Turrumurra concept plan was undertaken. Feedback from the concept has led to the need to modify the scope of project and provide a revised concept plan - to be issued for comment in February 2024.
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Focus area: P2: Managing urban change.

Long-Term Objective: P2.1: 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
P2.1.1	Land use strategies, plans and processes are in place to protect existing character and effectively manage the impact of new development. Signoff Authority: <i>Director Strategy & Environment</i>	
Comments		
Progressing as scheduled. The implementation of Council's Local Strategic Planning Statement (LSPS) is ongoing and a review of actions commenced. The draft housekeeping Development Control Plan review was updated and exhibited. Research and mapping underway for updating local character objectives and policy implementation.		


Operational Plan Tasks

Code	Description	Progress	Comments
P2.1.1.1	Commence review of the implementation of the Local Strategic Planning Statement (LSPS). Signoff Authority: <i>Manager Urban & Heritage Planning</i>	 50%	The Ku-ring-gai Local Strategic Planning Statement (LSPS) is being implemented across a wide range of actions including transport planning, open space acquisition planning, recreational planning, environmental planning, the Urban Forest Strategy, the Heritage Strategy and investigations of a Reconciliation Action Plan. The release of the NSW greater cities commission updates to Regional/District Plans is still pending.
P2.1.1.2	Continue to review the effectiveness of existing strategies, local environmental plans, development control plans and processes across all programs. Signoff Authority: <i>Manager Urban & Heritage Planning</i>	 50%	The draft housekeeping review of the Development Control Plan (DCP) was reported to Council, exhibited and a final briefing and reporting back to Council for adoption underway.
Key Achievements			
The draft housekeeping Development Control Plan (DCP) was formally exhibited during the period and will update the effectiveness of Council's planning.			
P2.1.1.3	Investigate the inclusion of Local Character Controls within the Ku-ring-gai Development Control Plan. Signoff Authority: <i>Manager Urban & Heritage Planning</i>	 50%	Research has been completed and the Local Character mapping is being prepared. The draft consolidated planning controls for a Part 14 DCP amendment are being finalised for reporting and exhibition in 2024. The emerging NSW housing policies will also have an impact on this project.


Focus area: P3: Quality urban design and development.

Long-Term Objective: P3.1: The built environment delivers attractive, interactive, healthy and sustainable living and working environments.


Term Achievement

Code	Description	Progress
P3.1.1	A high standard of design quality sympathetic to local character and building environmental performance is achieved in new and existing development. <i>Signoff Authority: Director Strategy & Environment</i>	
Comments		
Progressing as scheduled. Councils Development Control Plan (DCP) has been updated with green building certification to align with the new Sustainability SEPP.		


Operational Plan Tasks



Code	Description	Progress	Comments
P3.1.1.1	Review and monitor Council's design quality and building sustainability standards. <i>Signoff Authority: Manager Urban & Heritage Planning</i>	 50%	The exhibition of updated standards for Green Building certification in the Development Control Plan has been completed. Post-exhibition amendments are proposed to align the standards with the new Sustainability SEPP which now mandates standards for non-residential buildings. The consideration of submissions and post-exhibition amendments will be reported to Council in February 2024.

Term Achievement

Code	Description	Progress
P3.1.2	Community confidence has continued in our assessment, regulatory and environmental processes. <i>Signoff Authority: Director Development & Regulation</i>	
Comments		
Progressing as scheduled. Community confidence continues in our assessment of all applications given the consistent and continued assessment of development and related applications against all relevant requirement of s4.15 of the Environmental Planning and Assessment Act to protect environmental processes. Appropriate regulatory action is taken where appropriate in order to maintain community confidence.		

Operational Plan Tasks


Code	Description	Progress	Comments
P3.1.2.1	Development is assessed against all relevant state and local planning controls and their objectives to ensure consistent quality urban design outcomes for the natural and built environment. <i>Signoff Authority: Manager Development Assessment Services</i>	 50%	Development continued to be assessed against all relevant state and local planning controls and their objectives to ensure consistent quality urban design outcomes for the natural and built environment.

P3.1.2.2	<p>Facilitate community participation through Council's Community Participation Plan and the Ku-ring-gai Local Planning Panel (KLPP) consistent with the Code of Meeting Practice.</p> <p>Signoff Authority: <i>Manager Development Assessment Services</i></p>	 50%	<p>Community participation continued to be facilitated through the public consultation requirements for development and related applications in accordance with Environmental Planning and Assessment Act 1979, associated Regulations 2021 and the Ku-ring-gai Community Participation Plan. Where required under relevant legislation and the operational procedures, public meetings are held for development and related applications referred to the Ku-ring-gai Local Planning Panel.</p>
P3.1.2.3	<p>Provide regulatory compliance services consistent with state and local controls which include education of the community and their involvement in local policy reviews.</p> <p>Signoff Authority: <i>Manager Compliance & Regulation</i></p>	 50%	<p>The Regulation team provided compliance services consistent with state and local controls which included education.</p> <p>During the reporting period, Council Regulatory team monitored and enforced all relevant designated on-street and off-street parking areas. More than 7,000 parking infringements were issued equating to \$1,225,806 (2,669 were for off-street offences and 4,348 were for on-street offences).</p> <p>The Regulatory Team were also proactive in the monitoring and enforcing relevant road offences, such as non-registered vehicles, unauthorised skip bins on public land and goods in general unattended on public land. During the period 82 penalty notices equating to \$30,995 were issued.</p> <p>The team were proactive in the monitoring and enforcing of Council's load limited roads which saw 52 penalty notices equating to \$51,592 issued.</p> <p>Staff proactively and reactively patrolled building sites within the local government area to ensure compliance with their approved consent. During the period 41 penalty notices equating to \$124,500 were issued.</p>





Focus area: P4: Revitalising our centres.







Long-Term Objective: P4.1: Our centres offer a broad range of shops and services and contain lively and shaded urban village spaces and places where people can live, work, shop, meet and spend leisure time.


Term Achievement

Code	Description	Progress
P4.1.1	<p>Plans to revitalise local centres are progressively implemented and achieve quality design and sustainability outcomes in collaboration with key agencies, landholders and the community.</p> <p>Signoff Authority: <i>Director Strategy & Environment</i></p>	
Comments		
<p>Progress is behind schedule.</p> <p>A number of key projects in North Gordon and St Johns Avenue, and Lindfield are underway. Traffic and transport planning has continued with Transport for NSW (TfNSW). The upgrade to Bedes Forest continued this reporting period. The divestment of the Lindfield Library site progressed with finalising conditions with Sydney trains, and a transport study underway in St Ives.</p> <p>Reason</p> <p>Operational Plan Task P4.1.1.4 has not progressed this reporting period due to lack of staff resources.</p> <p>Remedial Action</p> <p>It is proposed to allocate the Operational Plan Task to prepare streetscape plans for key local precincts in Pymble, Roseville, St Ives and Turramurra to the Operations Department as part of the preparation of the Operational Plan for 2024-2025.</p>		

Operational Plan Tasks

Code	Description	Progress	Comments
P4.1.1.1	<p>Oversee and monitor the implementation of the Ku-ring-gai Public Domain Plan.</p> <p>Signoff Authority: Manager Urban & Heritage Planning</p>	 50%	<p>A number of projects have been progressed:</p> <ul style="list-style-type: none"> * construction of St Johns Avenue, Gordon 'Eat Street' was completed and opened to the public. * Gordon north streetscape improvements (including Fitzsimons Lane) has progressed to detail design. A consultant team has been engaged to prepare tender documentation which has progressed to 60% completion. * Lindfield Streetscape improvements (including Lindfield Avenue and Tryon Road) has progressed to detail design. A consultant team has been engaged to prepare tender documentation which has progressed to 60% completion. Currently seeking Traffic Committee approvals for changes to on-street parking. * Strickland Avenue intersection, Lindfield - new traffic signals - concept design prepared and approved by TfNSW. * Balfour Avenue and Pacific Highway intersection, Lindfield - new traffic signals - concept design progressing. * Bedes Forest expansion in St Ives has progressed with a request for quotation (RFQ) issued to a number of consultants seeking quotes to prepare tender documentation. A preferred consultant has been engaged and has commenced work.
Key Achievements			
Construction of St Johns Avenue, Gordon 'Eat Street' was completed and opened to the public			
P4.1.1.2	<p>Actively engage with residents, key agencies, landholders, businesses and other stakeholders to assist with the delivery of the streetscape projects.</p> <p>Signoff Authority: Manager Urban & Heritage Planning</p>	 50%	<p>Consultation with key agencies including Transport for NSW and Sydney Trains has taken place during preparation of detail designs for streetscape and cycleway works and in Gordon, Turramurra and Lindfield.</p>
P4.1.1.3	<p>Oversee and monitor the implementation of Council's Open Space Acquisitions Program.</p> <p>Signoff Authority: Manager Urban & Heritage Planning</p>	 50%	<p>Land acquisition for new open space is progressing with a recent purchase of land in Roseville and active negotiations on properties in Pymble and Roseville. Bedes Forest expansion in St Ives has progressed with a request for quotation (RFQ) issued and a preferred consultant engaged to prepare tender documentation for the new park.</p>
P4.1.1.4	<p>Prepare streetscape and park concept plans for key local centre precincts in Pymble, Roseville, St Ives and Turramurra.</p> <p>Signoff Authority: Manager Urban & Heritage Planning</p>	 0%	<p>This task has not progressed during the reporting period.</p> <p>Reason</p> <p>There is shortage of resources with a high-level of appropriate technical skills to progress this work.</p> <p>Remedial Action</p> <p>It is proposed to allocate this Operational Plan Task to the Operations Department as part of the preparation of the Operational Plan for 2024-2025.</p>


P4.1.1.5	<p>Integrate all transport modes for the primary local centres through the traffic and transport studies in collaboration with Transport for NSW.</p> <p>Signoff Authority: <i>Manager Urban & Heritage Planning</i></p>	 50%	<p>As part of the St Ives Local Centre Transport Study that is currently underway, the following improvements are being incorporated and tested as part of the future scenario analysis:</p> <ul style="list-style-type: none"> * new/additional pedestrian crossing facilities, including provision of missing crossing facilities at existing traffic signal intersection. * upgrade of existing traffic signals to provide pedestrian protection. * integration of shared/pedestrian/bicycle crossings and lanterns as part of new traffic signal installations or upgrade of existing traffic signals, where these occur on existing or future cycleways identified in the Public Domain Plan for St Ives. <p>Some of these upgrades have been informed by the St Ives Public Domain Plan, and others were at the suggestion of Transport for NSW. Once the study is completed, it will be submitted to Transport for NSW for review and feedback.</p>
P4.1.1.6	<p>Undertake research and prepare studies to support implementation of Council's Housing Strategy.</p> <p>Signoff Authority: <i>Manager Urban & Heritage Planning</i></p>	 50%	<p>This task is progressing to schedule noting the below:</p> <ul style="list-style-type: none"> * consultants have been engaged to prepare a traffic and transport plan for St Ives Local Centre. A base model (reflecting current conditions) has been prepared and approved by Transport for NSW. Work is now progressing on modelling future conditions and proposed road network modifications. * TfNSW has reviewed the Gordon traffic and transport plan and provided Council with comments. Officers response to TFNSW has been sent and awaiting reply. * ongoing research looking at best practice developments across Sydney including mixed use, residential flat buildings and town houses. * monitoring and reporting on new planning policy including Transport Orientated State Environment Policy (TOD SEPP), Explanation of Intended Effect (EIE) - Changes to Create Low and Mid-Rise Housing and Affordable Housing SEPP.
P4.1.1.7	<p>Continue to facilitate disposal of the Lindfield Library site.</p> <p>Signoff Authority: <i>Director Strategy & Environment</i></p>	 50%	<p>Council is working with Sydney Trains to satisfy the conditions of deferred commencement has progressed.</p>
P4.1.1.8	<p>Progress delivery of Bedes Forest upgrade.</p> <p>Signoff Authority: <i>Acting Manager Technical Services</i></p>	 50%	<p>A Request for Quotation (RFQ) package for design consultancy services was re-advertised and an appropriate consultancy firm appointed to undertake the detailed design. An initial site meeting with the consultant has taken place and preliminary site assessments are underway (geo-technical, topographical survey).</p>
P4.1.1.9	<p>Construct St Johns Avenue, Gordon streetscape improvements.</p> <p>Signoff Authority: <i>Acting Manager Technical Services</i></p>	 50%	<p>Majority of civil works for Stage 2 now complete. Ausgrid outage to disconnect and remove their assets is confirmed for January 2024. Amenities installation adjacent to Gordon Station confirmed for end of February 2024.</p>
P4.1.1.10	<p>Progress delivery of Lindfield Avenue and Tryon Road streetscape upgrade.</p> <p>Signoff Authority: <i>Acting Manager Technical Services</i></p>	 50%	<p>Expecting submission of 90% documentation package by end of first quarter 2024. Tender package to then be prepared.</p>

P4.1.1.11	Progress delivery of works for Fitzsimons Lane/ Merriwa Street (east)/Pacific Highway (north), Gordon. Signoff Authority: <i>Acting Manager Technical Services</i>	 50%	Consultant amending 60% package in light of feedback provided by Council. Expecting Tender documentation to be ready end of first quarter 2024.
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Focus area: P5: Heritage that is protected and responsibly managed.





Long-Term Objective: P5.1: Ku-ring-gai's heritage is protected, promoted and responsibly managed.

Term Achievement

Code	Description	Progress
P5.1.1	Strategies, plans and processes are in place to effectively protect and preserve Ku-ring-gai's heritage assets. Signoff Authority: <i>Director Strategy & Environment</i>	
Comments		
Progressing as scheduled. During the period, staff continued training programs with the Aboriginal Heritage Office (AHO), the Gai-mariagal festival was held, Council's heritage home grants program continued with 13 applications approved, ongoing heritage polices were applied to development applications.		

Operational Plan Tasks


Code	Description	Progress	Comments
P5.1.1.1	Implement, monitor and review Ku-ring-gai's heritage planning controls and Heritage Strategy. Signoff Authority: <i>Manager Urban & Heritage Planning</i>	 50%	Interim heritage orders were made and assessed for 17a Edward Street, Gordon and 1 Ailsa Close, Lindfield. Implementation of the Ku-ring-gai Heritage Strategy continued and staff progressed Heritage Home Grant offers. An early assessment of the implications of the NSW State Government Housing Policies and impact on Ku-ring-gai's heritage was undertaken. Access to online heritage information progressed by preparing online (46 heritage conservation areas) inventories on the NSW State Heritage Inventory database.
Key Achievements			
Heritage Home Grants applications were assessed and progressed. The addition of conservation area inventories into the State Heritage Inventory database will greatly assist online access about Ku-ring-gai's heritage.			
P5.1.1.2	Protect and effectively manage Ku-ring-gai's Aboriginal heritage assets in conjunction with the Aboriginal Heritage Office. Signoff Authority: <i>Manager Environment & Sustainability</i>	 50%	Council continued to implement Aboriginal Heritage training to staff through the Aboriginal Heritage Office (AHO). Aboriginal sites continue to be considered within the development assessment, Council work and hazard reduction assessments, with support from the AHO.
Key Achievements			
A total of 33 Council staff completed the Aboriginal Site Awareness training with the Aboriginal Heritage Office during this period.			

P5.1.1.3	<p>Promote local heritage in consultation with key stakeholders.</p> <p>Signoff Authority: <i>Manager Urban & Heritage Planning</i></p>	 50%	<p>The 2023/24 Heritage Home Grants program is being rolled for 13 approved grants. Heritage Reference Committee meetings were held to gain input into heritage strategy work including recommendation of grants, listing, interim heritage orders and related matters. A new colours guideline is being produced to encourage traditional colours and improve community access to this information. Council is progressing the 'her-story' project to improve online information for its heritage items and conservation areas on the Heritage NSW State Heritage Inventory. Preparation of a conservation management plan for St Ives Showground precinct has advanced. Modern heritage study is underway.</p>
Key Achievements			
Council's initiative to increase public access to traditional colours in a newly developed guide. Adding conservation area inventories to State Heritage Inventory for improved online information about our local heritage.			
P5.1.1.4	<p>Heritage is protected and conserved through the assessment of development against all relevant heritage provisions contained within State legislation, Local Environmental Plans and Development Control Plans.</p> <p>Signoff Authority: <i>Manager Development Assessment Services</i></p>	 50%	<p>Heritage continues to be protected and conserved through the assessment of development and related applications against all relevant heritage provisions contained in the state and local planning controls.</p>
P5.1.1.5	<p>Cultural and heritage assets in open space areas are protected, preserved, restored and maintained.</p> <p>Signoff Authority: <i>Acting Manager Technical Services</i></p>	 50%	<p>Lindfield War Memorial gates have now been completed.</p>
P5.1.1.6	<p>Deliver Indigenous programs and events at Ku-ring-gai Wildflower Garden and St Ives Showground.</p> <p>Signoff Authority: <i>Manager Visitor Experience & Events</i></p>	 50%	<p>The Gai-mariagal Festival continued this reporting period with additional indigenous activities held during NAIDOC Week including an Indigenous workshop for children, a boomerang painting workshop and nature play featuring aunty time.</p> <p>Staff from Community and Sustainability visited the Aboriginal Heritage Office to meet and discuss options for increased collaboration. Council's Visitor Experience and Events team also met with Susan Moylan-Coombs to discuss year-round programming for 2023/24. Nature Play Aunty Time was held in November.</p>





Focus area: P6: Enhancing recreation, sporting and leisure facilities.








Long-Term Objective: P6.1: Recreation, sporting and leisure facilities are available to meet the community's diverse and changing needs.




Term Achievement

Code	Description	Progress
P6.1.1	A program is implemented to improve existing recreation, sporting and leisure facilities and deliver new multi-use sporting facilities and opportunities. Signoff Authority: Director Strategy & Environment	
Comments		
Progressing as scheduled. During the reporting period work continued on the preparation of the Green Grid Strategy, consultation on master planning for The Glade, Queen Elizabeth Reserve and Bedes Forest, St Ives, exhibition of the Recreation Needs Study, the Open Space Capital Works Program continued and works at Norman Griffiths Oval, West Pymble progressed.		


Operational Plan Tasks

Code	Description	Progress	Comments
P6.1.1.1	Deliver Council's adopted Open Space Capital Works Program. Signoff Authority: Acting Manager Technical Services	 50%	Project delivery progressing well noting: * footpath program largely complete * Roseville Oval works almost complete * Norman Griffiths construction well underway * St Johns Avenue, Gordon - Stage 2 complete with amenities block to be installed first quarter 2024.
P6.1.1.2	Landscape masterplans are prepared to inform the forward Open Space Capital Works Program. Signoff Authority: Manager Urban & Heritage Planning	 49%	The Glade Landscape Masterplan has been further refined following consultation and is due to be reported to Council in early 2024 for adoption. The relocation of the amenities building (independent of the masterplan) was endorsed by Council in August 2023 and is due to be completed in the coming months.
Key Achievements			
Endorsement of the amenities building relocation.			
P6.1.1.3	Complete the design of identified parks incorporating accessibility and inclusive passive recreation facilities. Signoff Authority: Acting Director Operations	 50%	Tenders for Eldinhope Reserve, Wahroonga, playspace and Hassall Park, St Ives Masterplan implementation works Stage 1 was reported to Council with works to begin on site in the third quarter. Procurement package for Lorraine Taylor, St Ives playspace upgrade finalised with tender to be released early 2024. Detailed designs underway for Comenarra Reserve, South Turramurra and Mimosa Oval, Turramurra playspace upgrades.
P6.1.1.4	Construct parks which incorporate accessible and inclusive passive recreation facilities. Signoff Authority: Acting Director Operations	 50%	Sportsfield upgrade works at Roseville are nearing completion including the provision of greater accessibility to the oval and amenities. Works at the Gordon Tennis Pavilion are complete including accessible facilities and access to the building.


P6.1.1.5	Implement improvements to carparking at St Ives Showgrounds. Signoff Authority: <i>Acting Director Operations</i>	 47%	Design documentation still being finalised.
P6.1.1.6	Implement an amenities improvement program to recreational and sporting fields that are compliant with the relevant code and consider grant opportunities to fully fund an amenity building in Irish Town Grove. Signoff Authority: <i>Acting Manager Technical Services</i>	 50%	Upgrades to amenities and the refurbishment of toilets is currently tracking well. Projects are being delivered in-line with the time frames.
P6.1.1.7	Progressively review Plans of Management for Community land in consultation with Crown Lands. Signoff Authority: <i>Manager Urban & Heritage Planning</i>	 50%	Council is continuing to progress the Generic Plans of Management (PoM) and Site Specific Plans in consultation with Crown, with the aim of having all generic PoMs completed as soon as practical. Final Generic Plans of Management are on exhibition with the aim of adoption in February 2024.
P6.1.1.8	Maintain existing recreation and sporting facilities in accordance with the Asset Management Strategy and maintenance plans. Signoff Authority: <i>Manager Infrastructure Services</i>	 50%	Sporting and recreational facilities were maintained during this reporting period in accordance with Council's maintenance plans. All sporting and recreational facilities are currently on a maintenance schedule undertaken by Council's Open Space Services teams. Given the warmer weather during this period mowing of all facilities has increased along with the increase of water consumption.
Key Achievements			
Continual improvement of Council's sporting and recreational facilities due to the dedicated efforts of our teams.			
P6.1.1.9	Implement priority actions from the Recreation in Natural Areas Strategy. Signoff Authority: <i>Manager Environment & Sustainability</i>	 50%	Implementation of the Recreation in Natural Areas Strategy continued alongside the Sustainable Recreation Advisory Committee.
P6.1.1.10	Continue to progress preparation of a Green Grid Strategy for Ku-ring-gai to align with the Local Strategic Planning Statement (LSPS). Signoff Authority: <i>Manager Urban & Heritage Planning</i>	 46%	During the period, the following was undertaken: * the development of the Stage 2 report of the Green Grid Strategy * preparation of draft routes * a presentation to Sustainable Recreation Advisory Group, November 2023.
P6.1.1.11	Actively engage with sporting organisations and clubs, user groups and residents during the preparation of master plans, policies and strategies for sport and recreation. Signoff Authority: <i>Manager Urban & Heritage Planning</i>	 46%	Consultation was undertaken for master plans (the Glade, Queen Elizabeth Reserve, Bedes Forest), Recreation Needs study and the Sports Forum was held in July 2023.


P6.1.1.12	Commence preparation of recreation and open space strategies, plans and policies identified as priorities in the Recreation Needs Study. Signoff Authority: <i>Manager Urban & Heritage Planning</i>	 50%	The exhibition of the Recreation Needs Study (RNS) was completed and it is currently awaiting Council adoption in early 2024. At this stage recommendations for the development of the strategy are continuing with additional data gathering and the development of strategy framework. Data gathering on: * sporting facility capacities and utilisation * provision of off leash dog areas and policy * position paper on the use of synthetic in public places.
P6.1.1.13	Implement the Ku-ring-gai Play Space Strategy and monitor and review the program as required. Signoff Authority: <i>Manager Urban & Heritage Planning</i>	 48%	Three internal stakeholder working group meetings were held in August, and four in October. Collaboration with Warrawee Public School on Duff Street Reserve, Turramurra has been a success in gathering ideas to develop the concept plan as part of the nature play re-purposing program. Water Play guidelines (for internal use) have also been developed.
Key Achievements			
Collaboration with Warrawee Public School on Duff Street Reserve, Turramurra was successful in obtaining ideas to develop the concept plan as part of the nature play program.			
P6.1.1.14	Construct synthetic field at Norman Griffiths Oval, West Pymble. Signoff Authority: <i>Acting Manager Technical Services</i>	 50%	Construction works ongoing. All contaminated material identified and removed from site. Bulk earthworks progressing, construction of the Bio-Basin underway and associated landscape works to the field being progressed.

Term Achievement


Code	Description	Progress
P6.1.2	Partnerships are established with community groups and organisations to optimise the availability and use of sporting, recreation and leisure facilities. Signoff Authority: <i>Director Strategy & Environment</i>	
Comments		
Progressing as scheduled. Council's annual Sports Forum took place in July 2023 and ongoing engagement with clubs continued in relation to grant-based assistance for sporting, recreation and leisure facilities. Council continued to progress the multi-use sports facility in St Ives.		

Operational Plan Tasks


Code	Description	Progress	Comments
P6.1.2.1	Engage with community partners to improve sporting, leisure and recreational facilities through partnerships, grant funding and other external funding opportunities. Signoff Authority: <i>Manager Urban & Heritage Planning</i>	 50%	Staff continued to engage with clubs on projects and development of sports facilities in the local government area. Key contacts have been with AFL, Kissing Point Football and Basketball, in addition working with internal teams on other grant-based capital projects and providing support as require. Staff provided grant assistance for clubs as required.
Key Achievements			
The Ku-ring-gai Sports Forum held in July 2023.			

P6.1.2.2	Facilitate a regular sporting forum and ongoing communication with sporting users. Signoff Authority: <i>Manager Infrastructure Services</i>	 100%	Completed previous reporting period.
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Term Achievement

Code	Description	Progress
P6.1.3	Monitor and oversight delivery of the multi-use sports facility at St Ives High School to ensure it delivers agreed community outcomes. Signoff Authority: <i>Director Strategy & Environment</i>	
Comments		
Progressing as scheduled. The contract for construction has been awarded and the contractor has started work on site.		


Operational Plan Tasks

Code	Description	Progress	Comments
P6.1.3.1	Monitor and oversight the construction of the indoor sports facility at St Ives High School by School Infrastructure NSW. Signoff Authority: <i>Director Strategy & Environment</i>	 50%	Construction of the facility has commenced.


Focus area: P7: Enhancing Council's community buildings and facilities.


Long-Term Objective: P7.1: Multipurpose community buildings and facilities are available to meet the community's diverse and changing needs.

Term Achievement


Code	Description	Progress
P7.1.1	The condition, functionality and environmental performance of existing assets is improved and new assets achieve agreed standards. Signoff Authority: <i>Acting Director Operations</i>	
Comments		
Progressing as scheduled. Ongoing works being undertaken at Pymble Town Hall and Gordon Library progressing well with some delays from wet weather. All other projects progressing well including works undertaken at the Ku-ring-gai Fitness and Aquatic Centre.		

Operational Plan Tasks

Code	Description	Progress	Comments
P7.1.1.1	Implement a prioritised program of improvements to community meeting rooms, halls, buildings and facilities. Signoff Authority: <i>Acting Manager Technical Services</i>	 50%	Currently all projects are tracking well. Pymble Town Hall had scaffold installed and works commenced. Gordon Library is progressing notwithstanding some delays experienced due to inclement weather.


P7.1.1.2	<p>Integrate sustainability and climate resilience measures, incorporating minimum performance standards, into the building upgrade and renewal program.</p> <p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	 50%	<p>A draft concept design has been delivered for the upgrade of pool hall heating, ventilation, and air conditioning (HVAC) at the Ku-ring-gai Fitness and Aquatic Centre. An Electrification Options Study (EOS) for an upgrade of the 50m pool boiler has been completed. The EOS is now undergoing a peer review with a view to submitting an application for grant funding in April. An LED lighting and control specification has been developed for the depot and will be issued as part of an EOI to lighting suppliers. Council has integrated its first electric truck into the heavy fleet and installed two new electric vehicle chargers at the depot.</p> <p>Staff consultation for the Sustainable Assets Professional Development Program has been undertaken, and is informing re-engagement across relevant teams.</p>
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Term Achievement

Code	Description	Progress
P7.1.2	<p>The renewal of Marian Street Theatre is substantially completed. ##</p> <p>Signoff Authority: <i>Director Strategy & Environment</i></p>	
Comments		
<p>This Term Achievement is currently on hold.</p> <p>Reason</p> <p>This term achievement is on hold while funding strategies are being explored and in accordance with Council's resolution at the Ordinary Meeting of Council held 28 June 2022 (min 141) that:</p> <p>A(i) the construction tender and associated establishment of the loan for the Marian Street Theatre project will not proceed without a further report to Council.</p> <p>Remedial Action</p> <p>A report was presented to Council in April 2023 effectively terminating the project, where Council resolved (Min 53):</p> <p>B That Council notes that Delivery Program Term Achievement "P7.1.2: The renewal of Marian Street Theatre is substantially completed" will not be achieved even if a funding strategy to replace asset sales is identified in the short term, given the time required to recommence the project and revise and resubmit a further Capital Expenditure Review to the Office of Local Government for consideration.</p> <p>The project is not included in the 2023/2024 budget.</p>		


##: Note that this term achievement and further action are on hold while funding strategies are being explored and in accordance with resolutions of Council on 28 June 2022 (GB.23: Min 141) and 18 April 2023 (GB.6: Min 53).

Operational Plan Tasks





Code	Description	Progress	Comments
P7.1.2.1	<p>Progress of the Marian Street Theatre renewal project is subject to Council decisions in line with resolution of 28 June, 2022 (GB.23: Min 141).##</p> <p>Signoff Authority: <i>Director Strategy & Environment</i></p>	 0%	<p>The project remains on hold.</p> <p>Reason</p> <p>This task has been placed on hold consistent with the Council resolution of the 28 June 2022.</p> <p>Remedial Action</p> <p>There is no current remedial action.</p>

##: Note that this term achievement and further action are on hold while funding strategies are being explored and in accordance with resolutions of Council on 28 June 2022 (GB.23: Min 141) and 18 April 2023 (GB.6: Min 53).

Term Achievement

Code	Description	Progress
P7.1.3	Usage of existing community buildings and facilities is optimised. Signoff Authority: Director Strategy & Environment	
Comments		
Progressing as scheduled. New licences have been finalised and others being negotiated during the period in accordance with Council's Management of Community and Recreation Land and Facilities Policy.		


Operational Plan Tasks

Code	Description	Progress	Comments
P7.1.3.1	Maximise the use and efficiency of the existing community property portfolio to facilitate greater public access, including multi-use, in line with Council's Management of Community and Recreation Land and Facilities Policy. Signoff Authority: Manager Property	 50%	A new licence with YMCA was finalised. Offers of new licences have been extended to Lifeline and extensions of tenure to KU Children Services.
P7.1.3.2	Continue to develop and promote the Ku-ring-gai Wildflower Garden and St Ives Showground as multi-purpose venues to host community and commercial usage. Signoff Authority: Manager Visitor Experience & Events	 50%	This period saw strong visitation for the St Ives Showground and Ku-ring-gai Wildflower Garden with growth in venue hire and overall visitation. Ku-ring-gai Wildflower Garden held the Sculpture Trail as part of Eco Festival and Santa in the Garden from October to December. St Ives Showground held the Paint it Red Festival in July, Oxfam Trailwalker in August, Bricks Backyard Ultra (Sydney's first backyard style ultra run), Rio Circus in September and Tuffnutterz in November. St Ives Christmas Market was held at St Ives Showground in December with strong visitation and the event producers booking quarterly markets for 2024. Foamfest was secured to return in February 2024 with talks ongoing to bring future events to the Showground. Visitation data (July - December) St Ives Showground - vehicles: 91,549 (note: trackers not working in Nov/Dec period) Wildflower Garden Main Gate - vehicles: 21,376 Wildflower Garden Trails: 57,133 Visitors Centre: 27,780
P7.1.3.3	Continue to develop and deliver professional services including programs, services and ongoing marketing to club members and public players at Council's golf courses to industry standards. Signoff Authority: Acting Manager Technical Services	 50%	Golf clinics at both courses continue to be popular. Player numbers are very healthy and course conditions are of a high standard.
P7.1.3.4	Council's recreation services meet customer needs. Signoff Authority: Acting Manager Technical Services	 50%	Work continued on the building audit to identify improvements. Netball and tennis court upgrades were undertaken at Lofberg, West Pymble, Canoon Road Recreation Area, South Turramurra and Allan Small, East Killara.




Focus area: P8: Improving the standard of our infrastructure.

Long-Term Objective: P8.1: 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
P8.1.1	Our public infrastructure and assets are planned, managed and funded to meet the community expectations, defined levels of service and address intergenerational equity. Signoff Authority: Acting Director Operations	
Comments		
Progressing as scheduled. The review of the s7.11 Contributions Plan is ongoing and work on asset management plans continued, noting the completion of the Footpath Asset Management Plan.		





Operational Plan Tasks

Code	Description	Progress	Comments
P8.1.1.1	Continue to progress the review of the s7.11 Contributions Plan. Signoff Authority: Manager Urban & Heritage Planning	 50%	Work in progress continues in updating supporting demographic information and best practice policies and procedures. Separately, supporting studies especially, traffic and active transport studies and the recreation needs study are being completed and/or project managed by other staff, which will also support this review. Review and benchmarking of other IPART- endorsed s7.11 contributions plans, especially in established areas, is also underway as an IPART process is likely be required in order to maintain comparable contribution rates into the future. At present the amount, type and location of future growth in Ku-ring-gai is not clear. As such, it should be noted that this project will extend beyond 30 June 2024.
Key Achievements			
This review became the key focus after the implementation processes for the s7.12 Contributions Plan 2023 were established. This project is expected to be the key focus of 2024.			
P8.1.1.2	Continue to implement the review of the s7.12 Contributions Plan. Signoff Authority: Manager Urban & Heritage Planning	 100%	Completed previous reporting period.
P8.1.1.3	Asset Management Plans are prepared and revised to align with the Resourcing Strategy. Signoff Authority: Acting Manager Technical Services	 50%	The Footpath Asset Management Plan was completed. The Roads and Stormwater Asset Management Plans remain current.


Term Achievement

Code	Description	Progress
P8.1.2	<p>Programs for infrastructure and asset maintenance management are delivered in accordance with adopted Asset Management Strategy and Plans.</p> <p>Signoff Authority: <i>Acting Director Operations</i></p>	
Comments		
<p>Progressing as scheduled.</p> <p>Asset management plans are being monitored and implemented. Additional studies are being undertaken into the drainage asset management plans for increased optimisation. Council's draft Capital Works Program for roads, footpaths and drainage assets devised for further refinement prior to actioning for 2024/25. Delivery of the roads program on track, additionally numerous designs currently underway for delivery as part of next financial years program.</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
P8.1.2.1	<p>Implement Asset Management Plans to document maintenance, renewal and upgrade requirements in line with Service Level Agreements.</p> <p>Signoff Authority: <i>Acting Manager Technical Services</i></p>	 50%	Continuing to monitor and implement asset management plans. Undertaking additional studies into the drainage asset management plans for further optimisation.
P8.1.2.2	<p>Prepare draft capital works and renewal programs for Council's footpaths, roads, drains, bridges and carparks for inclusion in the Delivery Program.</p> <p>Signoff Authority: <i>Acting Manager Technical Services</i></p>	 50%	A preliminary list of capital works projects for roads, footpaths, and drainage works have been compiled for the 2024/25 financial year based on estimated budget forecasts and current priorities.
P8.1.2.3	<p>Deliver Road and Carparks Capital Works Programs on time and within budget.</p> <p>Signoff Authority: <i>Acting Manager Technical Services</i></p>	 50%	The Roads Program has continued to be delivered in a timely manner with a number of projects being completed, including: Reading Avenue, East Killara (Koola Ave to Warrington Ave); Reading Lane, East Killara (Reading Ave to Car Park); Abington Road, Roseville (Longford St to Eton St); Newhaven Place, St Ives (Link Rd to Cul-de-sac); Alana Place, St Ives Chase (Warrimoo Ave to Cul-de-sac); Tryon Place, West Pymble (Pacific Hwy to Cul-de-sac); Cat Park 38, East Killara; Car Park 87, St Ives; and Car Park 90, Pymble.
P8.1.2.4	<p>Deliver Drainage Capital Works Programs on time and within budget.</p> <p>Signoff Authority: <i>Acting Manager Technical Services</i></p>	 50%	Designs and investigations continue for: the construction of a new box culvert in Vale Street, Gordon; The Rifleway; easement embankment investigation in Dorset Drive, St Ives; investigation and design in Wellesley Road, Pymble; drainage channel investigation in Grosvenor Road, Lindfield and Ailsa Close, East Lindfield. Further CCTV footage has been captured of the Council drainage network assisting in and asset management optimisation project including the Middle Harbour and Lane Cove River (North) catchments.

Term Achievement

Code	Description	Progress
P8.1.3	The footpath network is expanded to provide improved connectivity, safety and accessibility. Signoff Authority: Acting Director Operations	
Comments		
Progressing as scheduled. First two quarters of the financial year have seen the majority of the current financial year footpath program either procured, constructed or under construction or planned for delivery. Examples of recently completed projects include Carlyle Road, Roma Road, Junction Road and The Comenarra Parkway.		

Operational Plan Tasks

Code	Description	Progress	Comments
P8.1.3.1	Deliver Council's annual Capital Works Program for new footpaths within the allocated Financial Year. Signoff Authority: Acting Manager Technical Services	 50%	The footpath programs continued to be delivered in a timely manner with a number of projects either underway or completed including: * Carlyle Road (Wellington Road to Ormonde Road); Roma Road (Whitehaven Street to No. 25 Roma Road); Junction Road (No. 105 to Grosvenor Street); The Comenarra Parkway (No. 130 to Jordan Road); Walker Avenue (Mona Vale Road to cul-de-sac); Patterson Avenue (Congham Road to cul-de-sac and Sequoia Park); Bunyana Avenue (Clissold Road to Hampden Avenue); Andrew Avenue (Yanko Road to Ryde Road); Montreal Avenue (Beaumont Road to Quebec Avenue); Wyuna Road (Ryde Road to Bolwarra Avenue); Allambie Avenue (Melbourne Road to No.14 Allambie Avenue - connection to laneway); and Park Avenue (Archbold Road to Oroya Parade in concrete).

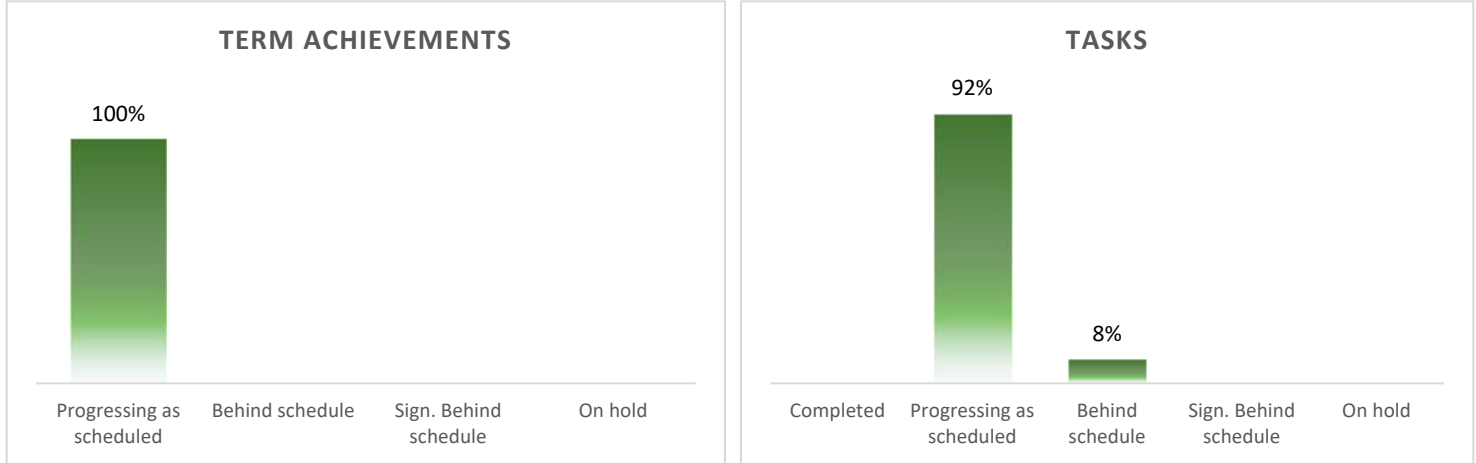


THEME 4

ACCESS, TRAFFIC AND TRANSPORT

Access and connection to from and within Ku-ring-gai provides safe, reliable and affordable public and private travel, transport and infrastructure.

Performance summary




Key achievements

- Construction commenced on the Burns Road bus stop upgrade at Turramurra.
- Implementation of the Get Active NSW program in Ku-ring-gai. Council successfully secured 100% funding from TfNSW for various projects including the construction of new footpaths (\$650K), the design of cycle paths (\$245K), and the construction of traffic facilities, including several wombat crossings (\$1.6M). These projects are scheduled to be completed over three fiscal years and must be finalised by the end of FY24/25.
- Transport upgrades for Ku-ring-gai Stations were completed - Killara, Roseville and Wahroonga railway stations.
- The intersection of Burns Road and Ellalong Road, Turramurra was upgraded using TfNSW's Black Spot funding.
- Council successfully secured additional funding of \$248K from TfNSW towards the Telegraph Road, Pymble project.
- Council completed two traffic studies for High Pedestrian Activity in Grandview Street, Pymble and Stanley Lane in St Ives with funding received from TfNSW (\$30K).


Focus area: T1: Integrated and accessible transport.


Long-Term Objective: T1.1: A range of integrated and sustainable transport choices enable effective movement to, from and around Ku-ring-gai.

Term Achievement


Code	Description	Progress
T1.1.1	<p>Connections are provided to public transport that are accessible to all age groups and match the travel needs of the community.</p> <p>Signoff Authority: Director Strategy & Environment</p>	
Comments		
<p>Progressing as scheduled.</p> <p>Kissing Point Road, Turramurra: shared user path on eastern side, between Pacific Highway and Catalpa Crescent. Due to other workloads, a RFQ is expected to be issued to consultants in January 2024.</p> <p>Other updates during the period include:</p> <ul style="list-style-type: none"> * The Active Transport Reference Committee were presented the 2024/2025 Get NSW Active program presented, including the Lindfield-Roseville link and the Gordon-Lindfield link, as well as the Chatswood-Dee Why (via Roseville Chase) link. * TfNSW Enhancement Grant (FY23/24) to rehabilitate Killeaton Street (between Warrimoo Avenue and Carbeen Road). A start-up site meeting was held with the appointed design consultant to discuss various aspects of the project, including the integration of the proposed separated cycleway. A concept plan has been prepared and circulated to directly affected residents for comment. Submissions have been received but have not yet been fully reviewed. * Council's Black Spot application at the intersection of Killeaton Street and Memorial Avenue, St Ives to provide (amongst other things) shared bicycle/pedestrian lanterns across the northern approach, has been endorsed by the Safe Systems Review Committee. TfNSW will submit this applications for consideration/approval to the Australian government in February 2024. Construction has commenced on the Burns Road bus stop upgrade in Turramurra. 		

Operational Plan Tasks

Code	Description	Progress	Comments
T1.1.1.1	<p>Implement the improvement plan for bikeways, pedestrian facilities and footpath networks having regard for the access, health and recreational needs of the community.</p> <p>Signoff Authority: Manager Urban & Heritage Planning</p>	 50%	<p>Update on active transport projects co-funded by Transport for NSW (TfNSW) in the Get NSW Active program include:</p> <ul style="list-style-type: none"> * Cherry Street - Rohini Street, Turramurra: a consultant has been engaged and an updated concept plan has been prepared. This was discussed at an initial meeting with Sydney Trains. At the end of December, 60% design documentation was forwarded to Sydney Trains and Rohini Village for comment/feedback. * Bobbin Head Road, North Turramurra: two-way separated cycleway between Burns Road and Milton Road. A Request for Quotation (RFQ) with revised scope issued to consultants in late September, and 3 fee proposals were received. The preferred consultant was engaged in late December and the project is expected to commence in late January 2024. * Kissing Point Road, Turramurra: shared user path on eastern side, between Pacific Highway and Catalpa Crescent. Experience with the Bobbin Head Road project indicated it would be highly likely that any fee proposals for this project would also exceed the available budget. Therefore, it was considered prudent to reduce the scope to feasibility assessment and concept design only, and a variation request was submitted in August to TfNSW and was approved. Due to other workloads, a RFQ is expected to be issued to consultants in January 2024. <p>Other updates during the period include:</p> <ul style="list-style-type: none"> * The Active Transport Reference Committee held its inaugural meeting on 14 September 2023. Potential future nominations to the 2024/2025 Get NSW Active program presented, including the Lindfield-Roseville

			<p>link and the Gordon-Lindfield link, as well as the Chatswood-Dee Why (via Roseville Chase) link.</p> <p>* TfNSW Enhancement Grant (FY23/24) to rehabilitate Killeaton Street (between Warrimoo Avenue and Carbeen Road). A start-up site meeting was held with the appointed design consultant to discuss various aspects of the project, including the integration of the proposed separated cycleway. A concept plan has been prepared and circulated to directly affected residents for comment. Submissions have been received but have not yet been fully reviewed.</p> <p>* Council's Black Spot application at the intersection of Killeaton Street and Memorial Avenue, St Ives to provide (amongst other things) shared bicycle/pedestrian lanterns across the northern approach, has been endorsed by the Safe Systems Review Committee. TfNSW will submit this applications for consideration/approval to the Australian government in February 2024.</p>
T1.1.1.2	<p>Progressively upgrade bus stops in accordance with the Disability Discrimination Act requirements to allocated budget.</p> <p>Signoff Authority: <i>Acting Manager Technical Services</i></p>	 50%	<p>Construction has commenced on the Burns Road bus stop upgrade in Turramurra.</p>

Term Achievement

Code	Description	Progress
T1.1.2	<p>A network of safe and convenient links to local centres, major land uses and recreation opportunities is progressively implemented.</p> <p>Signoff Authority: <i>Director Strategy & Environment</i></p>	
<p>Comments</p> <p>Progressing as scheduled.</p> <p>During the period, the following recommendations from the Ku-ring-gai Integrated Transport Strategy were implemented or were in the planning/ design phase:</p> <p>Action B3 - Implement measures to increase the level of student travel to school by non-car modes:</p> <p>At its first meeting in September, the Active Transport Reference Committee raised student travel to school as an area of interest, with safety concerns raised as a reason why students are discouraged from walking or cycling to school. It was suggested Council could work more closely with schools, and the provision of safe and comfortable walking facilities in streets surrounding schools (e.g. footpaths, pedestrian crossings and shade) would encourage more students to walk or cycle to school. At the Active Transport Reference Committee meeting in November, reduced speed limits were discussed, to encourage walking and improve general safety. The adopted action was that specific areas be investigated for the introduction of trial 30km/h speed limits, including Memorial Avenue from Village Green Parade to Toolang Road, which encompasses a walking route to St Ives North Primary School.</p> <p>Action D10 - Provide accessible access to all rail stations and bus stops:</p> <p>Council is working with TfNSW to upgrade rail stations with lift access to platforms and adjoining streets (where required). During the period, all rail stations in Ku-ring-gai have had access upgrades completed, with the Killara station upgrade completed in late 2023.</p> <p>Action E3 - Implement road network improvements from the Ku-ring-gai Contributions Plan 2010:</p> <p>* intersection of Pacific Highway and Strickland Avenue, and intersection of Pacific Highway and Balfour Street/ Havilah Road - during the period, the intersection Pacific Highway and Balfour Street/ Havilah Road was allocated to a TfNSW project officer to progress the delivery.</p> <p>The traffic signal modelling and design for the intersection of Pacific Highway and Strickland Avenue remains under review by TfNSW.</p> <p>* intersection of Lindfield Avenue and Tryon Road - new traffic signals. Detailed design of the Lindfield Avenue and Tryon Road streetscape upgrade project commenced in July 2023, and the integration of the traffic signals has been incorporated into the project, with the first review of early design documentation completed.</p>		

Action E5 - Implement road safety measures on local and regional roads:

* through Black Spot and other funding programs, Council continued to seek funding to implement road safety upgrades in local and regional roads. During the period, nominations were made to the 2024/2025 Australian Government Black Spot Program for:
* intersection of Killeaton Street and Memorial Avenue, St Ives: provide pedestrian protection and install missing pedestrian crossing at the traffic signals

* The Comenarra Parkway, Turrumurra - install skid resistant pavement at curve between Parkinson Avenue and Gipps Close


* Bobbin Head Road, North Turrumurra - upgrade surface to skid resistant pavement at Curagul Road roundabout.

There were no updates during the period on successful nominations to the 2023/2024 Australian Government Black Spot Program.

Updates on current Black Spot projects include:


* Traffic signal modelling and concept design for the intersection of Werona Avenue and Stanhope Road, Killara (upgrade intersection to provide pedestrian crossings and associated facilities) was formally handed over to TfNSW in August, for review. It is expected that in early 2024, this project will proceed to detailed design and documentation.

Operational Plan Tasks


Code	Description	Progress	Comments
T1.1.2.1	<p>Review and implement appropriate recommendations from the Ku-ring-gai Integrated Transport Strategy to align with the Local Strategic Planning Statement (LSPS), North District Plan, and Future Transport Strategy.</p> <p>Signoff Authority: <i>Manager Urban & Heritage Planning</i></p>	<p> 50%</p>	<p>During the period, the following recommendations from the Ku-ring-gai Integrated Transport Strategy were implemented or were in the planning/ design phase:</p> <p>Action B3 - Implement measures to increase the level of student travel to school by non-car modes: At its first meeting in September, the Active Transport Reference Committee raised student travel to school as an area of interest, with safety concerns raised as a reason why students are discouraged from walking or cycling to school. It was suggested Council could work more closely with schools, and the provision of safe and comfortable walking facilities in streets surrounding schools (e.g. footpaths, pedestrian crossings and shade) would encourage more students to walk or cycle to school. At the Active Transport Reference Committee meeting in November, reduced speed limits were discussed, to encourage walking and improve general safety. The adopted action was that specific areas be investigated for the introduction of trial 30km/h speed limits, including Memorial Avenue from Village Green Parade to Toolang Road, which encompasses a walking route to St Ives North Primary School.</p> <p>Action D10 - Provide accessible access to all rail stations and bus stops: Council is working with TfNSW to upgrade rail stations with lift access to platforms and adjoining streets (where required). During the period, all rail stations in Ku-ring-gai have had access upgrades completed, with the Killara station upgrade completed in late 2023.</p> <p>Action E3 - Implement road network improvements from the Ku-ring-gai Contributions Plan 2010: * intersection of Pacific Highway and Strickland Avenue, and intersection of Pacific Highway and Balfour Street/ Havilah Road - during the period, the intersection Pacific Highway and Balfour Street/ Havilah Road was allocated to a TfNSW project officer to progress the delivery. The traffic signal modelling and design for the intersection of Pacific Highway and Strickland Avenue remains under review by TfNSW. * intersection of Lindfield Avenue and Tryon Road - new traffic signals. Detailed design of the Lindfield Avenue and Tryon Road streetscape upgrade project commenced in July 2023, and the integration of the traffic signals has been incorporated into the project, with the first review of early design documentation completed.</p>



			<p>Action E5 - Implement road safety measures on local and regional roads:</p> <ul style="list-style-type: none"> * through Black Spot and other funding programs, Council continued to seek funding to implement road safety upgrades in local and regional roads. During the period, nominations were made to the 2024/2025 Australian Government Black Spot Program for: * intersection of Killeaton Street and Memorial Avenue, St Ives: provide pedestrian protection and install missing pedestrian crossing at the traffic signals * The Comenarra Parkway, Turrumurra - install skid resistant pavement at curve between Parkinson Avenue and Gipps Close * Bobbin Head Road, North Turrumurra - upgrade surface to skid resistant pavement at Curagul Road roundabout. <p>There were no updates during the period on successful nominations to the 2023/2024 Australian Government Black Spot Program.</p> <p>Updates on current Black Spot projects include:</p> <ul style="list-style-type: none"> * Traffic signal modelling and concept design for the intersection of Werona Avenue and Stanhope Road, Killara (upgrade intersection to provide pedestrian crossings and associated facilities) was formally handed over to TfNSW in August, for review. It is expected that in early 2024, this project will proceed to detailed design and documentation.
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Term Achievement


Code	Description	Progress
T1.1.3	<p>Advocate to relevant government agencies and private companies for integrated public transport facilities and service improvements that meet community needs.</p> <p>Signoff Authority: Director Strategy & Environment</p>	
Comments		
<p>Progressing as scheduled.</p> <p>During the reporting period meetings with TfNSW on the Turrumurra bus interchange and Rapid Bus Service-Mona Vale to Macquarie Park were conducted. Transport upgrades for stations in Ku-ring-gai were completed in Killara, Roseville and Wahroonga.</p>		

Operational Plan Tasks


Code	Description	Progress	Comments
T1.1.3.1	<p>Liaise with Transport for NSW to improve access (via all modes) to rail stations in Ku-ring-gai.</p> <p>Signoff Authority: Manager Urban & Heritage Planning</p>	 50%	<p>In August 2023 an informal TfNSW and Ku-ring-gai Council Executive meeting was held, to discuss matters of strategic importance. At this meeting, Council's concept plan for the renewal of the Turrumurra Bus Interchange was discussed. Following this meeting, Council staff met with CDC Buses staff on-site, to review/ discuss the concept plan.</p> <p>Transport access program upgrades for Ku-ring-gai Stations have all been completed, with Killara station the most recent station reaching completion (in late 2023).</p>

T1.1.3.2	<p>Advocate to Transport for NSW and bus operators to target improvements to bus services connecting nearby centres with Ku-ring-gai including Mona Vale-Macquarie Park route, and Chatswood-Dee Why/ Northern Beaches route.</p> <p>Signoff Authority: <i>Manager Urban & Heritage Planning</i></p>	 50%	<p>As part of the development of the St Ives Transport Study, TfNSW was contacted in September to seek its input regarding any requirements for the future rapid bus line in the St Ives centre that can be included in the study. TfNSW advised that it is planning a frequent bus service which will operate between Mona Vale and Macquarie Park in circa 2030, and then enhancing to a Rapid Bus Service in circa 2036 as identified in TfNSW's Future Transport Strategy. However, it was advised that these service improvements are currently unfunded, and the introduction of a Rapid B-Line service would be required to go through a business case process to secure funding. All affected councils, including Ku-ring-gai Council will be contacted during the detailed planning phase, but at this stage there were no specific requirements set out by TfNSW for future bus services as part of the Study.</p> <p>Staff will continue to advocate to TfNSW for accelerated development of the All Day Frequent Network (express services) and the Rapid Bus Lines when the opportunities arise.</p>
T1.1.3.3	<p>Collaborate with Transport for NSW to co-ordinate and implement connections and upgrades to bus interchanges.</p> <p>Signoff Authority: <i>Manager Urban & Heritage Planning</i></p>	 50%	<p>In August 2023 an informal TfNSW and Ku-ring-gai Council Executive meeting was held, to discuss matters of strategic importance. At this meeting, Council's concept plan for the renewal of the Turramurra Bus Interchange was discussed, and a representative from TfNSW agreed to follow up on the status of Council's concept plan. The NSW Government's budget was handed down in mid-September but there has been no indication yet if funding has been allocated to this project.</p>

Term Achievement

Code	Description	Progress
T1.1.4	<p>The community is informed and educated about transport options and encouraged to use active and alternative forms of transport.</p> <p>Signoff Authority: <i>Director Strategy & Environment</i></p>	
Comments		
<p>Progressing as scheduled.</p> <p>The Ku-ring-gai Active Transport Reference Committee provided advice on education and promotion strategies in relation to walking, cycling and other active transport modes. This included education programs, specifically, current modes of student travel to school - walking or cycling. It was suggested Council could work more closely with schools, and while promotion/ education programs and behaviour change/ skills improvement strategies are useful, the provision of safe and comfortable walking facilities in streets surrounding schools (e.g. footpaths, pedestrian crossings and shade) would encourage more students to walk or cycle to school. In collaboration with School Infrastructure NSW (SINSW) and TfNSW, staff submitted a funding application to the 2024/25 Get NSW Active Program for footpath and pedestrian crossing infrastructure around St Ives Public/High School, where SINSW is in regular communication with St Ives Public/High School.</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
T1.1.4.1	<p>Deliver education and awareness programs focused on alternatives to private car use, including walking and cycling.</p> <p>Signoff Authority: Manager Urban & Heritage Planning</p>	 50%	<p>One of the roles of the Ku-ring-gai Active Transport Reference Committee is to provide user-group and community advice to Council on the development of education and promotion strategies in relation to walking, cycling and other active transport modes. The Committee held its first meeting in September 2023 and one of the agenda items included education programs, specifically, current modes of student travel to school was an area of interest, noting safety concerns as a reason why students are discouraged from walking or cycling to school. It was suggested Council could work more closely with schools, and while promotion/education programs and behaviour change/skills improvement strategies are useful, the provision of safe and comfortable walking facilities in streets surrounding schools (e.g. footpaths, pedestrian crossings and shade) would encourage more students to walk or cycle to school. In collaboration with School Infrastructure NSW (SINSW) and TfNSW, staff submitted a funding application to the 2024/25 Get NSW Active Program for footpath and pedestrian crossing infrastructure around St Ives Public/High School, where SINSW is in regular communication with St Ives Public/High School.</p> <p>To raise awareness of the extent and quality of cycling facilities currently available, Committee members suggested that a bike ride around parts of the LGA with Councillors and Local MPs, which members of the Committee offered to investigate further.</p>

Focus area: T2: Road network.

Long-Term Objective: T2.1: Local roads and parking operate safely and efficiently.

Term Achievement

Code	Description	Progress
T2.1.1	<p>Safety and efficiency of the local road and parking network have improved and traffic congestion is reduced.</p> <p>Signoff Authority: Acting Director Operations</p>	
<p>Comments</p> <p>Progressing as scheduled.</p> <p>Transport for NSW's (TfNSW) Safer Roads Program funded construction of a protected right turn bay and upgrade to road pavement with high-level non-skid at the intersection of Burns Road and Ellalong Road, North Turramurra. This was completed in July 2023. TfNSW funded a project under its Black Spot Program to upgrade traffic control signals with pedestrian phase at the intersection of Werona Avenue and Stanhope Road, Killara. This project was funded over FY22/23 and FY23/24. Traffic signal modelling and concept design for the intersection of Werona Avenue and Stanhope Road, Killara were formally handed to TfNSW in August 2023 for review. Council is awaiting approval of the concept plan from TfNSW, which once approved Council can submit a detailed design/documentation and traffic signal plan for TfNSW review and approval. Delays by TfNSW in reviewing/approving the concept design will impact on the detailed design/documentation and the construction. So far, Council spent \$15K of the approved \$70K funding for the design. The balance for the design was moved to FY23/24. The construction of this project was fully funded by TfNSW with \$372K, and the project is expected to be completed by June 2024.</p> <p>Council received 100% funding (\$285,000) from TfNSW under its Black Spot Program to upgrade road surface to high-level non-skid and improve superelevation on the bend in Telegraph Road near Ganmain Road. Council's request to move the project to FY24 was approved by TfNSW. In Oct 2023, Council completed the design and submitted a detailed design and cost estimate with a view to seeking additional funding to complete the project. After reviewing the revised project cost, TfNSW have approved and increased the total funding to \$533,000. This project will be completed by June 2024.</p> <p>Street lighting upgrades for all five pedestrian crossing facilities, constructed under TfNSW's Federal Stimulus Program for upgrading School Zone Infrastructure in our local government area, were successfully completed by November 2023.</p>		

Council successfully secured 100% funding from TfNSW through its Get NSW Active Grant Program for various projects. These include the construction of new footpaths at multiple locations, with a total funding of \$650K, the design of cycle paths at three locations, with funding of \$245K, and the construction of traffic facilities, including several wombat crossings, with funding of \$1.6M. These projects are scheduled to be completed over three fiscal years and must be finalised by the end of FY24/25. The design of cycle paths at three locations has been rescheduled and moved to FY23/24, accompanied by an increased approved budget of \$321K. The projects funded through this Program are currently in the design stage, and Council is expecting to commence construction of a Wombat crossing on Lady Game Drive in early January 2024.

Council is actively monitoring and reporting traffic impacts on the arterial and regional road network in Ku-ring-gai following the commencement of NorthConnex operation. At the informal TfNSW and Ku-ring-gai Council Executive meeting held in August 2023, NorthConnex and heavy vehicle traffic on Pacific Highway was discussed. A TfNSW representative presented data which indicated that volumes of B-Doubles on Pacific Highway were similar to pre-Covid and pre-NorthConnex volumes. Staff raised the matter again with TfNSW at the TfNSW/Ku-ring-gai Council Executive meeting in November 2023, and it was agreed that a TfNSW briefing to Councillors on the data/results would be arranged for the 1st quarter of 2024.

The completion of the protected right turn bay (intersection of Burns Road and Ellalong Road) improved the road network resulting in enhanced safety/ increased efficiency in traffic flow.


Key Achievements


The intersection of Burns Road and Ellalong Road, Turramurra was upgraded using TfNSW's Black Spot funding.

Council secured additional funding of \$248K from TfNSW towards the Telegraph Road, Pymble project and \$2.25M from TfNSW to be utilised for the construction of footpaths and pedestrian facilities over three financial years, from 2022/23 to 2024/25.

Council completed two traffic studies for High Pedestrian Activity in Grandview Street, Pymble and Stanley Lane in St Ives with funding received from TfNSW (\$30K).

Operational Plan Tasks


Code	Description	Progress	Comments
T2.1.1.1	<p>Collaborate with Major Projects Unit, Regulatory team and Operations to facilitate the implementation of paid parking in major project car parks.</p> <p>Signoff Authority: <i>Manager Urban & Heritage Planning</i></p>	 45%	<p>Staff from Strategic Planning, Regulatory Services, Communications and Operations have been working together to respond to minor issues arising from the operation of meters at Lindfield Village Green. Recently the level of enquiries and issues being reported by the community have dropped substantially which may indicate a good level of familiarity with the meters now.</p> <p>The meters at the Lindfield Village Green currently operate in "Pay and Display" mode until NSW Government of Customer Services/DCS (who administer the Park N Pay facility) enable Council's adopted sliding scale fee structure within the Park N Pay app. Park N Pay offers users added convenience by allowing them to "check in" to the car park via the app, pay for parking, and top up their payment using their mobile phone or another smart device. There was speculation prior to the handing down of the NSW Budget in September that Park'nPay would be discontinued but there has been no formal announcement. In November, staff attended DCS Park'nPay Roundtable with local councils, for an update on Park'nPay status and for councils to share insights and discuss future prospects for Park'nPay. Staff articulated the importance of continuing provision of Park'nPay to enable the integration of block rates (such as those in the Lindfield Village Green car park) so that the community can take advantage of improved user experience that Park'nPay offers.</p> <p>An assessment of the Request for Quotation (RFQ) to provide Council with advice on the wider implementation of the paid parking strategy has been delayed.</p> <p>Reason</p> <p>The assessment of the Request for Quotation (RFQ) on the wider implementation of the paid parking strategy was delayed due to other workloads.</p> <p>Remedial Action</p> <p>If a suitable consultant is recommended, it is expected an appointment will be made in early 2024.</p>

T2.1.1.2	<p>Continue to implement the 10-year Traffic and Transport Program.</p> <p>Signoff Authority: <i>Manager Traffic & Transport</i></p>	 50%	<p>Nominations to the 2024/25 Australian Government Black Spot and NSW Safer Roads Program closed on 8 September 2023, and sites in the 10 Year Traffic and Transport Plan were assessed for eligibility. These include the following sites:</p> <ul style="list-style-type: none"> * Junction Road at intersection with Grosvenor Street, Wahroonga - replace roundabout with traffic signals. * Lady Game Drive, Killara - upgrade roundabout at Highfield Road/Moore Avenue intersection. * Hill Street, Roseville - traffic signal control at intersection with Lord Street. * Link Road St Ives - realignment of intersection with Killeaton Street. * Burns Road, Turramurra - median barrier between Warrimoo Avenue and Bedford Road. * The Comenarra Parkway, Wahroonga - treatments at curve east of Jordan Road. * Horace Street/Link Road, St Ives - new traffic signals to replace existing roundabout at Stanley Street intersection. <p>These sites did not meet the minimum benefit cost ratio (BCR) eligibility requirements for the funding program.</p> <p>Traffic signal modelling and concept design for the intersection of Werona Avenue and Stanhope Road, Killara (upgrade intersection to provide pedestrian crossings and associated facilities) was formally handed over to TfNSW in August 2023, for review. TfNSW has since provided comments at various times, and the issues raised can be addressed. It is expected that in early 2024, this project will proceed to detailed design and documentation.</p>
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Focus area: T3: Regional transport network.


Long-Term Objective: T3.1: An accessible public transport and regional road network.

Term Achievement


Code	Description	Progress
T3.1.1	<p>A strategic access, traffic and transport plan is being implemented for the Northern Sydney region.</p> <p>Signoff Authority: <i>Director Strategy & Environment</i></p>	
Comments		
<p>Progressing as scheduled.</p> <p>Strategic access, traffic and transport planning has been implemented through networking with TfNSW on issues such as the North Connex and B-doubles on the Pacific Highway, active transport planning, regional cycle planning and allocation of funding under the development contributions plan for upgrades in the Lindfield Local Centre.</p>		

Operational Plan Tasks


Code	Description	Progress	Comments
T3.1.1.1	<p>Monitor and report traffic impacts on the arterial and regional road network in Ku-ring-gai after commencement of operation of NorthConnex.</p> <p>Signoff Authority: <i>Manager Traffic & Transport</i></p>	 50%	<p>At the informal TfNSW and Ku-ring-gai Council Executive meeting held in August 2023, NorthConnex and heavy vehicle traffic on Pacific Highway was discussed. A TfNSW representative presented data which indicated that volumes of B-Doubles on Pacific Highway were similar to pre-Covid and pre-NorthConnex volumes. The TfNSW representative agreed to investigate whether this data could be released to Council. Staff raised the matter again with TfNSW at the TfNSW/Ku-ring-gai Council Executive meeting in November 2023, and it was agreed that a TfNSW briefing to Councillors on the data/results would be arranged for the first quarter of 2024.</p> <p>Internal analysis of the data from the TfNSW Traffic Volume Viewer for the counting station on Pacific Highway at Warrawee to the end of May 2023 (the extent of available data at the time) indicates that total heavy vehicle volumes in the southbound direction on Pacific Highway matched pre-Covid and pre-NorthConnex levels only in August and November 2022. Generally, total heavy vehicle volumes in the southbound direction on Pacific Highway appear to be hovering just below pre-Covid and pre-NorthConnex levels.</p>
T3.1.1.2	<p>Collaborate with regional partners to advocate for improved traffic and transport in the Northern Sydney region aligned with the Local Strategic Planning Statement (LSPS), North District Plan, and Future Transport Strategy.</p> <p>Signoff Authority: <i>Manager Urban & Heritage Planning</i></p>	 50%	<p>During the period, one NSROC Northern Sydney Transport Leadership Group meeting was held in August.</p> <p>Matters discussed during the meeting relevant to Ku-ring-gai included:</p> <ul style="list-style-type: none"> * update by TfNSW on Northern Sydney Region Transport Infrastructure Priorities. * active transport and the Northern Sydney Strategic Cycleway Corridor: TfNSW is planning its engagement with councils to seek their feedback. Issues of alignment of the corridors across LGA boundaries is managed by working through a detailed study of intersections and/or consideration of stretches along LGA boundaries. While the Greater Sydney Strategic Cycleway Corridors provides a high-level long-term vision of the network, the detailed work on prioritisation, route assessment (and therefore missing links) is the next step in the implementation. As a follow-up, NSROC Council representatives met again with TfNSW in September to discuss the prioritisation process and confirmed corridor connections and priorities. For Ku-ring-gai, the following strategic corridors were confirmed: <ul style="list-style-type: none"> - Chatswood-Dee Why, via Roseville Chase - Chatswood to Gordon/Hornsby - Macquarie Park to Gordon - Browns Waterhole. <p>The Macquarie Park Transport Study is under development. Cycling infrastructure in Macquarie Park is included in the Macquarie Park Stage 1 masterplan and the rezoning proposal is currently under way and was on public exhibition from 9 November to 10 December 2023. This includes links to the Ku-ring-gai LGA.</p> <p>* update by Department of Planning & Environment representative:</p> <p>The Macquarie Park Place Strategic Plan has been finalised, and currently Stage 1 rezoning studies are in progress. In the Strategic Plan there are transport links into the Ku-ring-gai LGA.</p>

			<p>City Plans (GCC, DPE) are being developed and will be taken to councils for consultation prior to being finalised.</p> <p>The letter from councils to the Minister on SEPP (Transport & Infrastructure)/EV amendments has been received, and a response drafted for the Minister's consideration.</p>
T3.1.1.3	<p>Plan for works in response to development in local centres.</p> <p>Signoff Authority: <i>Manager Urban & Heritage Planning</i></p>	<p> 50%</p>	<p>Works in the Ku-ring-gai Contributions Plan 2010 (in response to developments in local centres) have been included in the Long Term Financial Plan, along with indicative timings. These works are typically development or Council project driven and will depend on the timing of development occurring in the local centres.</p> <p>Progress on Lindfield Local Centre transport works during the period included:</p> <p>* intersection of Pacific Highway and Strickland Avenue, and intersection of Pacific Highway and Balfour Street/Havilah Road: the traffic signal modelling and design for the intersection Pacific Highway and Balfour Street/Havilah Road was assigned to a TfNSW project manager for initial project set-up but cannot proceed much further due to its reliance on proposed traffic signals at the intersection of Pacific Highway and Strickland Avenue, which continue to remain under review by TfNSW. The Coles redevelopment (underway) will trigger some early minor works at the pedestrian crossing on the Balfour Street leg to align with the public domain works to be undertaken by Coles. Council will commence design work and approvals in collaboration with TfNSW.</p> <p>* intersection of Lindfield Avenue and Tryon Road - new traffic signals: detailed design of the Lindfield Avenue and Tryon Road streetscape upgrade project commenced in July 2023, and the integration of the traffic signals has been incorporated into the project, with the first review of early design documentation completed and 60% design documentation expected by the end of the period. The upgrade of the bus stops on Lindfield Avenue is included as part of the design work.</p>

Term Achievement

Code	Description	Progress
T3.1.2	Council engages with the State Government to upgrade regional roads and reduce congestion in the local road network. Signoff Authority: Director Strategy & Environment	
Comments		
Progressing as scheduled. Potential nominations from an original list of 16 sites have been made under the Black Spot Program 2024/25 for sites in St Ives, Turramurra and North Turramurra.		

Operational Plan Tasks

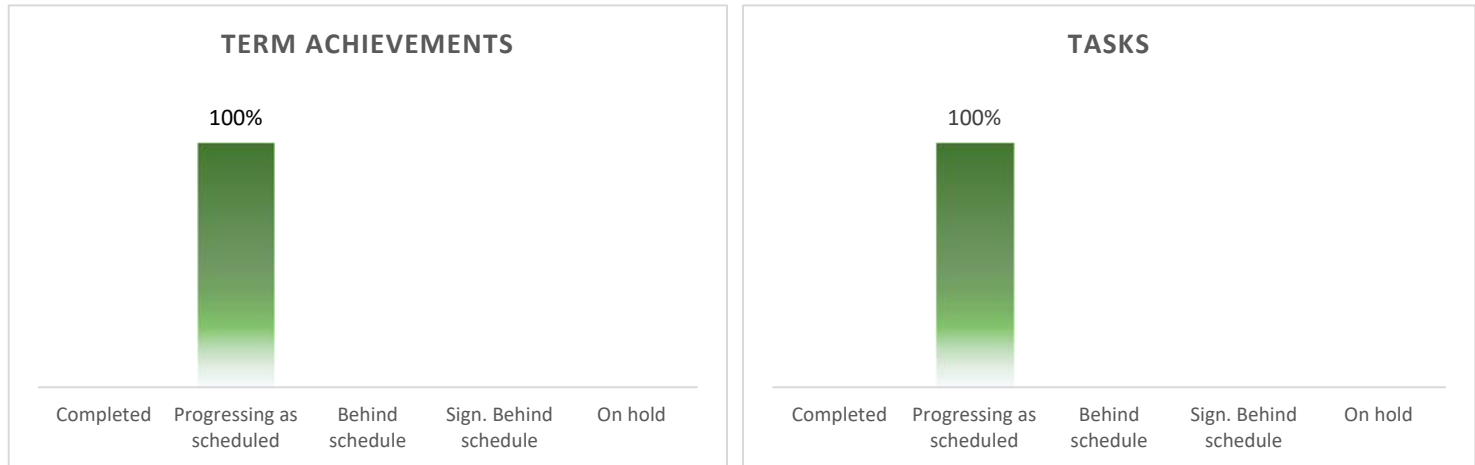
Code	Description	Progress	Comments
T3.1.2.1	Pursue funding opportunities with Transport for NSW for improvement works on regional roads and at blackspot locations. Signoff Authority: Manager Urban & Heritage Planning	 50%	Nominations to the 2024/25 Australian Government Black Spot and NSW Safer Roads Program closed on 8 September 2023, and 16 sites were assessed for eligibility. Of these, the following sites were found to be eligible and were submitted for consideration: * intersection of Killeaton Street and Memorial Avenue, St Ives: provide pedestrian protection, and install missing pedestrian crossing at the traffic signals. * The Comenarra Parkway, Turramurra - install skid resistant pavement at curve between Parkinson Avenue and Gipps Close. * Bobbin Head Road, North Turramurra - upgrade surface to skid resistant pavement at Curagul Road roundabout. By mid-December 2023, all three projects were assessed and endorsed by the Safe Systems Review Committee. TfNSW will submit these applications for consideration/approval to the Australian government in February 2024. There were no updates during the period on successful nominations to the 2023/2024 Australian Government Black Spot Program.



THEME 5 LOCAL ECONOMY

Creating economic employment opportunities through vital, attractive centres, business innovation and technology.

Performance summary



Key achievements

- Over 56,000 people attended events in Ku-ring-gai including the community run events St Ives Food & Wine Fair, and Wahroonga Village Fair which brought almost 20,000 people into Wahroonga on the first Sunday in December.
- Council worked with a new event provider on the delivery of a circus to St Ives Showground (Circus Rio) which ran from 22 September through to 1 October 2023.
- Eight events and programs were delivered as part of Council's business engagement program. This included two training programs which delivered 14 sessions to 300 attendees.


Challenges

- Presentation of the final draft Employment Lands Study to Council for exhibition was delayed, as a result of the recent NSW State Government Housing Policy announcements.
- Impacts on progression of negotiations with the preferred proponent for Lindfield Village Hub, due to withdrawal of grant funding by TfNSW for the commuter car park portion of the project.



Focus area: E1: Facilitating business growth.

Long-Term Objective: E1.1: Ku-ring-gai is an attractive location for business.


Term Achievement

Code	Description	Progress
E1.1.1	Ku-ring-gai's economic strengths and opportunities are promoted. <i>Signoff Authority: Director Community</i>	
Comments		
Progressing as scheduled.		
Meetings have been taking place during the period with between Council's Community Engagement Coordinator and teams across Council to review current engagement practices to develop Council's Community Engagement Strategy and Toolkit. Engagement champions will be identified in the near future to assist in finalising these documents and identify future changes required in the Community Participation plan. Training will be provided later in 2024.		


Operational Plan Tasks

Code	Description	Progress	Comments
E1.1.1.1	Establish new group of engagement champions and deliver community engagement training where appropriate. <i>Signoff Authority: Manager Corporate Communications</i>	 50%	Meetings have been taking place during the period with between Council's Community Engagement Coordinator and teams across Council to review current engagement practices to develop Council's Community Engagement Strategy and Toolkit. Engagement champions will be identified in the near future to assist in finalising these documents and identify future changes required in the Community Participation plan. Training will be provided later in 2024.
E1.1.1.2	Provide education and support for local businesses to navigate Council regulations/red tape. <i>Signoff Authority: Manager Corporate Communications</i>	 50%	Staff regularly review opportunities to make local regulations easier to understand. This is done via Council's website, in face-to-face discussions in businesses, via email and telephone, and at Council business events. This is supported by Service NSW staff who also assist with other local and state government legislation.


Term Achievement

Code	Description	Progress
E1.1.2	Strategies and plans are in place that support business growth. <i>Signoff Authority: Director Strategy & Environment</i>	
Comments		
Progressing as scheduled.		
The draft Employment Lands Study prepared for Councils endorsement for public exhibition, however, is currently being reviewed in light of state government housing policy announcements.		


Operational Plan Tasks

Code	Description	Progress	Comments
E1.1.2.1	Undertake the Employment Lands Study and Strategy in accordance with Department of Planning, Industry and Environment (DPIE) guidelines. Signoff Authority: <i>Manager Urban & Heritage Planning</i>	 50%	The final draft Employment Lands Study was prepared for presenting at the Ordinary Meeting of Council in February 2024 to endorse for formal exhibition, however the matter has been delayed as a result of the recent NSW State Government Housing Policy announcements. Accordingly the draft study will need to be updated to take into account the implications the housing policies on Ku-ring-gai's employments.
Key Achievements			
The Draft Employment Lands Study has been prepared for public exhibition but requires revisions as a result of the new State Government Housing policies.			


Term Achievement

Code	Description	Progress
E1.1.3	Secure a development partner for Lindfield Village Hub. Signoff Authority: <i>Acting General Manager</i>	
Comments		
Progressing as scheduled. Exclusive negotiations with the preferred proponent have been completed during this period. Although a recommendation was ready to be taken to Council in November 2023 to appoint a developer, hours before the meeting TfNSW advised Council that they were withdrawing grant funding for the commuter car park portion of the project. This prevented Council from resolving to appoint the Preferred Proponent as the project Developer at the November Ordinary Meeting of Council. It was resolved that staff will implement an action plan that includes a number of options of how to proceed. Work on the action plan is progressing. A further Lindfield Village Hub report was presented at the December Ordinary Meeting of Council, however not dealt with due to time constraints. The December meeting was adjourned until February 2024.		


Operational Plan Tasks

Code	Description	Progress	Comments
E1.1.3.1	Execute and commence Project Delivery Agreement with the developer for the Lindfield Village Hub. Signoff Authority: <i>Group Lead - Major Projects</i>	 50%	Exclusive negotiations with the preferred proponent were completed during this period and a recommendation to appoint a developer for the project was taken to Council on 21 November 2023. Seven hours before the meeting, TfNSW advised the project team that they are withdrawing \$9.8m grant funding for the commuter car park portion of the project. This last-minute withdrawal of this funding prevented Council from resolving to appoint the Preferred Proponent as the project Developer. It was resolved that staff will implement an action plan that includes a number of options of how to proceed. Work on the action plan is progressing. A further Lindfield Village Hub (LVH) report was taken to the December Ordinary Meeting of Council, however, was not dealt with due to time constraints. The December meeting was adjourned until February 2024, when the LVH agenda item C2 will be considered.

Term Achievement

Code	Description	Progress
E1.1.4	Examine options for the development of the Turramurra Community Hub. <i>Signoff Authority: Acting General Manager</i>	
Comments		
Progressing as scheduled. Discussions with Coles are ongoing including development scenario testing to support a case for possible purchase of some Council land. Investigation is being undertaken into whether there is any impact on the site from the planning changes recently announced by the NSW State government.		


Operational Plan Tasks

Code	Description	Progress	Comments
E1.1.4.1	Progress project development in line with the October 2022 Council resolution. <i>Signoff Authority: Group Lead - Major Projects</i>	 50%	Discussions with Coles are ongoing including development scenario testing to support a case for possible purchase of some Council land.


Focus area: E2: Partnering for business growth.




Long-Term Objective: E2.1: Key stakeholders partner with Council to strengthen and develop Ku-ring-gai's local economic base.

Term Achievement

Code	Description	Progress
E2.1.1	Ku-ring-gai's business community, government agencies and regional partners are working in an effective and integrated way to strengthen Ku-ring-gai's local economy. <i>Signoff Authority: Director Community</i>	
Comments		
Progressing as scheduled. Council continues to offer business engagement events such as the CSIRO event, liaison with businesses during centre upgrades such as St Johns Avenue, Gordon and work with Service NSW to provide to offer a business concierge service at Council.		

Operational Plan Tasks

Code	Description	Progress	Comments
E2.1.1.1	Continue Council's comprehensive business engagement events program offering a range of in person and online events. <i>Signoff Authority: Manager Corporate Communications</i>	 50%	During the period July to December 2023, eight events and programs were delivered as part of Council's business engagement program. This included two training programs: 1. Business Development and Sales Short Course - delivered over 3 weeks face to face. 2. Ku-ring-gai Impact Entrepreneur Program - delivered over 5 weeks online and 1 face to face. In total 14 sessions were run. Topics covered included digital marketing, AI, WeChat, personal communications, sales and business development and entrepreneurship. Nearly 300 business people attended the sessions, the largest of which was the communications master-class delivered as part of NSW Business month (with 110 people attending). This was one of the biggest Small Business Month events delivered in the state.

			To promote the business engagement program, monthly Ku-ring-gai Business Connect e-newsletters were delivered to over 1,700 local subscribers. To supplement this one e-newsletter was sent to over 20,000 local ABN holders.
E2.1.1.2	Continue to engage and collaborate with the local business community on local centre upgrades, economic development priorities, actions and relevant issues. Signoff Authority: <i>Manager Corporate Communications</i>	 50%	Council staff regularly liaise with businesses via its community engagement program on projects occurring in local centres. During the period this included engagement with business regarding recent upgrades at St Johns Avenue, Gordon and plans for streetscape upgrades at Eastern Road, Turramurra.
E2.1.1.3	Work with Service NSW to promote and improve access to local Service NSW Business Concierge Services. Signoff Authority: <i>Manager Corporate Communications</i>	 50%	Council, staff work closely with the Service NSW Sydney (SNS) Engagement Manager to identify opportunities for promoting SNSW programs. This includes the local business concierge attending business engagement events and visiting local businesses. NSW programs are also advertised on a regular basis via Council's media streams (including Business Connections e-news) and SNSW regularly attend Council's business events as a stallholders and speakers.
E2.1.1.4	Collaborate with other local councils, NSW State Government and other stakeholders to identify and implement initiatives to support local businesses. Signoff Authority: <i>Manager Corporate Communications</i>	 50%	Council regularly collaborates with neighbouring councils, Federal Local Jobs Program, Macquarie University, CSIRO, Service NSW, NSW Small Business Commission, as well as Ku-ring-gai and Hornsby chambers of Commerce. This includes the delivery of events, research projects, promotion of business support programs and other initiatives.




Focus area: E3: Destination opportunities.

Long-Term Objective: E3.1: Ku-ring-gai has a range of attractions and events that draw local and regional visitors.

Term Achievement

Code	Description	Progress
E3.1.1	Destination business has been strengthened and expanded. Signoff Authority: <i>Director Community</i>	
Comments		
Progressing as scheduled.		
The destination events program was expanded during the period supported by Destination NSW including the Gai-mariagal Festival, FIFA Women's Football World Cup Live Sites, Eco Festival, Spring Twilight Concert, Circus Rio, Wahroonga Food & Wine Festival, St Ives Food and Wine Festival, Wahroonga Village Fair, Paint it Red Festival, Oxfam Trail Walker, Bricks Backyard Ultra Marathon and Christmas Markets.		
Key Achievements		
Delivering the FIFA Women's Football World Cup Live Sites.		

Operational Plan Tasks

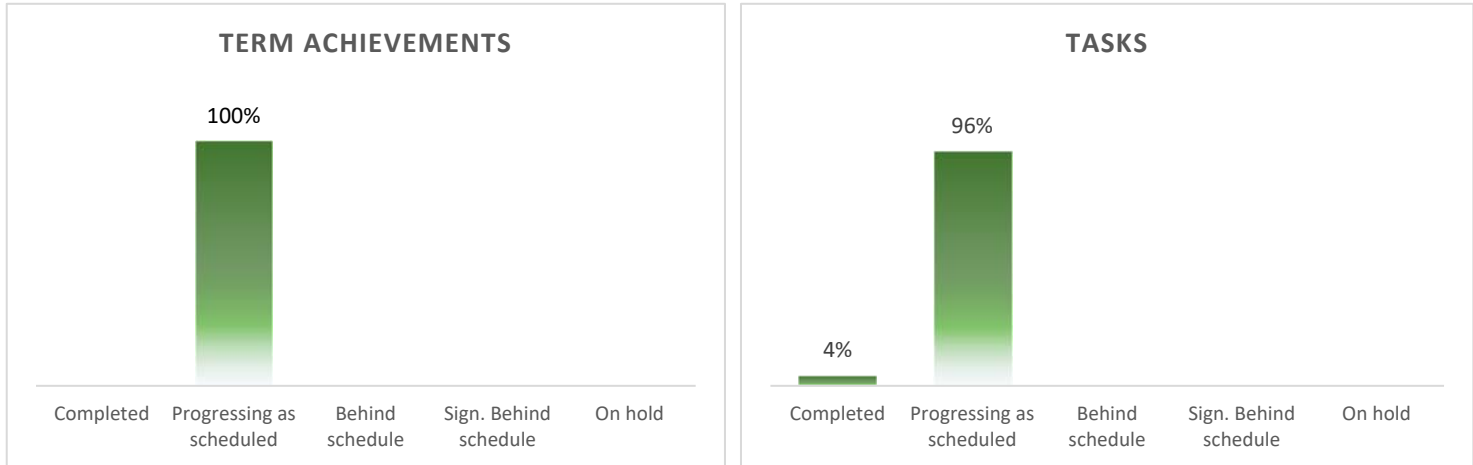
Code	Description	Progress	Comments
E3.1.1.1	<p>Implement an annual program of destination festivals and events, including key destination partners in events programs.</p> <p>Signoff Authority: <i>Manager Visitor Experience & Events</i></p>	 50%	<p>During July to December 2023 over 56,000 people attended events in Ku-ring-gai including the community run events St Ives Food & Wine Fair, and Wahroonga Village Fair which brought almost 20,000 people into Wahroonga on the 1st Sunday in December.</p> <p>Other events in that period included the Circus Rio at St Ives Showground, Wahroonga Food & Wine Festival at Wahroonga Park.</p>
Key Achievements			
Council worked with a new event provider on the delivery of a new circus to St Ives Showground (Circus Rio) which ran from 22 September through to 1 October 2023.			
E3.1.1.2	<p>Promote destination-related facilities and events using Council channels including social media.</p> <p>Signoff Authority: <i>Manager Corporate Communications</i></p>	 50%	<p>Major facilities such as the St Ives Showground, the St Ives Wildflower Garden and the Ku-ring-gai Art Centre were promoted during this period. All activities at Council venues are also promoted in the fortnightly e-news which during this period reached 18,000 subscribers.</p>
E3.1.1.3	<p>Activate key destination events, support Destination NSW strategies and co-ordinate the Ku-ring-gai destination management activation.</p> <p>Signoff Authority: <i>Director Community</i></p>	 50%	<p>During the period, Council:</p> <ul style="list-style-type: none"> * represented at the Destination NSW Sydney Surrounds network meetings. * hosted the Destination NSW Sydney Surrounds meeting and tour experience on 17 November 2023 which included a presentation on the 'Sydney's Hidden Gem - Ku-ring-gai Wildflower Garden'. * expanded destination programming in the region through the following events: the Gai-mariagal Festival, FIFA Women's World Cup Live Sites, Eco Festival, Spring Twilight Concert, Circus Rio, Wahroonga Food & Wine Festival, St Ives Food & Wine Festival, Paint It Red Festival, Oxfam Trail Walter, Bricks Backyard Ultra Marathon.



THEME 6 LEADERSHIP

Ku-ring-gai is well led, managed and supported by ethical organisations which deliver projects and services to the community by listening, advocating and responding to their needs.

Performance summary




Key achievements

- Strengthened collaboration and improved systems between People & Culture and Finance teams to streamline data exchange and ensure data accuracy.
- Finalised the 2024-27 EEO Management Plan for implementation.
- Finalised a new Succession Planning e-module for implementation.
- Finalised an EOS Action Plan for implementation.
- Completed draft Early Careers Program framework, strategy, policy and procedure.
- Successful roll-out of the 2023 R&R Excellence and Employee of the Year Awards.
- Finalised 8 People & Culture policy reviews.
- Approval of a new Volunteer Management Policy to guide the recruitment and management of volunteers undertaking a role on behalf of Ku-ring-gai Council.
- Developed a draft Data Breach Policy to support compliance with the new Mandatory Notification of Data Breach Scheme.
- Enhancements to Council's website including a Volunteer hub section linking volunteers with local organisations, improved integration between the Council site and Council's new NetZero site, and the linking to Bookable which allows community groups to book outdoor banners online.
- A vulnerability scanning system has been implemented to conduct daily scanning and reporting for issues across the network.
- Council exhibited and adopted a revised Resourcing Strategy 2023-2033, revised Delivery Program 2022-2026 and new Operational Plan 2023-2024.
- Launch of the Greenstyle@home program to staff, an extension of Council's successful resident home assessment program which provides advice on creating a healthy, low-cost, comfortable home.
- Council endorsement of the 2023 Bushfire Prone Land Map.




Focus area: L1: Leadership.

Long-Term Objective: L1.1: A shared long-term vision underpins strategic collaboration and partnerships and builds leadership capacity.

Term Achievement


Code	Description	Progress
L1.1.1	The priorities of our community, as reflected in the Community Strategic Plan, inform Council's policy development, decision-making and program delivery. Signoff Authority: Acting Director Corporate	
Comments		
Progressing as scheduled. Council is committed to ensuring community priorities guide its decisions. A new Community Engagement Strategy based on social justice principles is being developed and is expected to be completed in early 2024. The Community Strategic Plan continues to guide planning and decision-making, and Council continued to update and consult with the community on its Resourcing Strategy and Operational Plans. Strong progress has been made against most objectives over the last 6 months. Transparency remains a priority with regular progress reports and the Annual Report published online.		

Operational Plan Tasks


Code	Description	Progress	Comments
L1.1.1.1	Adopt and implement a Community Engagement Strategy that supports Council's engagement with the Ku-ring-gai community in developing and communicating strategic plans, priorities and programs. Signoff Authority: Manager Governance & Corporate Strategy	 50%	Under section 402A of the Local Government Act, Council must prepare, adopt and implement a Community Engagement Strategy, based on social justice principles, for engagement with the local community to support Council in developing its plans and determining key activities. This includes development of the Community Strategic Plan and other plans under the IP&R framework and other relevant council plans, policies and programs. A draft strategy has been prepared. Any further issues, to be identified by councillors as part of a workshop planned for the third quarter, will be addressed or incorporated into the draft document before reporting to senior management and Council in early 2024.
L1.1.1.2	Develop and implement plans detailing how Council will deliver the Community Strategic Plan (including the Resourcing Strategy, Delivery Program and Operational Plan). Signoff Authority: Manager Governance & Corporate Strategy	 50%	Council exhibited and adopted a revised Resourcing Strategy 2023-2033, revised Delivery Program 2022-2026 and new Operational Plan 2023-2024 with amendments in the previous financial year with implementation commencing on July 1, 2023. The Plans detail how Council will continue progressing delivery of the Community Strategic Plan over Council's term through services, projects and programs. At the end of June 2023, 90% of Council's term achievements had been progressed to schedule, 96% of 2022-2023 tasks had been completed or substantially completed and 81.5% of performance indicators were achieved.
L1.1.1.3	Provide regular reporting to the community on performance and progress against Council's Delivery Program and Operational Plan. Signoff Authority: Manager Governance & Corporate Strategy	 50%	Progress results for one-year tasks, for the period July to December 2023, in the current Operational Plan 2023-2024 were 98.5% completed or on target and 98% of term achievements were progressing to schedule. Details of remedial actions for those tasks and term achievements not progressing to schedule are included in the report. The final progress review of the previous Delivery Program 2022-2026 and previous Operational Plan 2022-2023, for the period January to June 2023, was noted by Council at the September 2023 OMC and published on Council's website. The Annual Report for 2022-2023 was endorsed by Council at its meeting of October 2023 and published on Council's website. The Annual Report provides details of Council's performance,


			achievements and challenges during the 2022/23 financial year and includes Council's annual Audited Financial Statements.
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Term Achievement

Code	Description	Progress
L1.1.2	Council leads the community by advocating, influencing, collaborating and partnering to the benefit of the local area. Signoff Authority: Acting Director Corporate	
Comments		
Progressing as scheduled. Council actively lobbied the state and Commonwealth governments on matters of importance to the local community, and submitted motions to the LGNSW Conference on development assessment fees, private certification and tree protection. Council continued to track and respond to policy changes, including proposed changes to NSW housing policy and its impacts on Ku-ring-gai.		
Key Achievements		
In response to the NSW Government's announcement of proposed changes to NSW housing policy, Council provided information to local residents on the likely impacts of the changes on Ku-ring-gai, opportunities for residents to provide feedback and prepared to make a detailed submission to the NSW Government.		

Operational Plan Tasks


Code	Description	Progress	Comments
L1.1.2.1	Proactively influence and respond to Commonwealth and NSW policy development and reforms affecting Ku-ring-gai in line with the objectives in the Community Strategic Plan. Signoff Authority: Acting Director Corporate	 50%	Council continued to lobby the NSW and Federal governments on matters of importance to the local area and local government generally, including submitting motions to the LGNSW Conference setting development assessment fees in line with cost recovery, reforming the private certification system and penalty increases for illegal tree removal. Council continued to monitor for changes to state and Commonwealth policy and legislation affecting Ku-ring-gai Council. Actions undertaken in this reporting period included the following: * responding to the NSW Government's housing policy changes and new SEPPs, including informing residents of the changes and feedback mechanisms available to them and voicing concerns in cooperation with other local councils and industry bodies. * adopting a new data breach policy and arrangements to support the new mandatory notification (MNDB) scheme * adopting a new Public Interest Disclosures policy to support the new Act and providing training for staff * responding to amendments to the Environmental Planning and Assessment Act that introduces contributions for State Infrastructure for development in the Ku-ring-gai LGA * review of ward boundaries to ensure compliance with the Local Government Act ahead of the 2024 local government elections * responding to changes to public access to Council records under the State Records Act and transfer of records to the newly established Museums of History NSW.
Key Achievements			
Responding to the NSW Government's housing policy changes and new SEPPs announced in December 2023, including informing residents of the changes and feedback mechanisms available to them and voicing concerns in cooperation with other local councils and industry bodies.			

L1.1.2.2	<p>Engage with government agencies, community groups and organisations in the development and implementation of plans and policies.</p> <p>Signoff Authority: <i>Manager Governance & Corporate Strategy</i></p>	 50%	<p>Collaborations and partnerships continued to be supported with other agencies, organisations and community groups. Information on recent collaborations and partnerships were reported in Council's Annual Report 2022-2023, published in November 2023. Other stakeholders, such as state agencies, non-government organisations, businesses, community groups and individuals also have an important role to play in delivering the Community Strategic Plan outcomes. Engagement and collaboration opportunities with stakeholders, including residents, community groups, organisations and government agencies, are identified within Council's adopted Community Strategic Plan for each long-term objective.</p>
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Focus area: L2: Financial capacity and sustainability.


Long-Term Objective: L2.1: Council rigorously manages its financial resources, to sustainably deliver assets and facilities to maximise delivery of services.

Term Achievement


Code	Description	Progress
L2.1.1	<p>Council takes action towards financial sustainability.</p> <p>Signoff Authority: <i>Acting Director Corporate</i></p>	
Comments		
<p>Progressing as scheduled.</p> <p>The Council initiated a financial sustainability review in November 2022 to assess assumptions in the adopted Resourcing Strategy, identify risks to successful delivery, and explore options for risk mitigation. The review gained approval at the Ordinary Meeting of Council in February 2023. In December 2023, Council initiated the annual budgeting process for 2024/25 and commenced a review of the Long-Term Financial Plan (LTFP). The outcomes of the 2022 sustainability review has influenced the budgeting process and contributed to the preparation of the LTFP. The Draft Budget and LTFP will be shared with the Executive team and Councillors before being placed on public exhibition.</p>		

Operational Plan Tasks



Code	Description	Progress	Comments
L2.1.1.1	<p>Review the Long Term Financial Plan in consultation with Councillors each year.</p> <p>Signoff Authority: <i>Acting Finance Manager</i></p>	 50%	<p>The review of the 2024/25 recurrent budget and project bids was completed by budget managers. The analysis of budget data is in progress with a first draft due to be presented to the Executive team and Councillors in February 2024. The Long Term Financial Plan (LTFP) will be reviewed and scheduled for adoption in line with the Resourcing Strategy later in 2024.</p>
L2.1.1.2	<p>Review Council rates with a view to seeking special rates variations.</p> <p>Signoff Authority: <i>Acting Finance Manager</i></p>	 100%	<p>The approved Long Term Financial Plan (LTFP) for 2023-2033 assumed that Council would apply for a special rate variation (SRV) from 2026/27 onward to fund major projects and core infrastructure asset renewal. This assumption will be reviewed as part of the new Resourcing Strategy in 2024.</p>

L2.1.1.3	<p>Ensure Council meets planned budget performance objectives.</p> <p>Signoff Authority: <i>Acting Finance Manager</i></p>	 50%	<p>The overall budget performance is regularly monitored with a detailed review and reporting to Council on a quarterly basis. The December quarterly budget review commenced early January 2024 and will be reported to Council on 20 February 2024. The December quarterly review will analyse the budget performance against actuals year to date and highlight any budgetary issues arising from the review. While the quarterly review analysis is still in progress, no major unfavourable budget variations are expected.</p>
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Term Achievement

Code	Description	Progress
L2.1.2	<p>Manage Council's property assets to achieve Ku-ring-gai's long term objectives and priority projects contained within Ku-ring-gai's Community Strategic Plan and Delivery Program.</p> <p>Signoff Authority: <i>Director Strategy & Environment</i></p>	
Comments		
<p>Progressing as scheduled.</p> <p>During the period, new commercial agreements were entered into in line with market valuation advice. A due diligence process is underway to facilitate awarding of the tender for Firs Cottage. The negotiation for a number of easements is underway, which will require payment to Council.</p>		



Operational Plan Tasks

Code	Description	Progress	Comments
L2.1.2.1	<p>Progress Council approved property acquisitions and divestments.</p> <p>Signoff Authority: <i>Manager Property</i></p>	 50%	<p>Council's acquisitions are ongoing and progress includes:</p> <ul style="list-style-type: none"> * A DA for the subdivision of 56-58 Koola Ave is close to being finalised for lodgement, and once finalised Council will divest part of the lot and re-classify the other part Community Land in accordance with Council's resolution * A Voluntary Planning Agreement (VPA) for subdivision and divestment of Council land at 62-64 Pacific Highway is to be executed.
L2.1.2.2	<p>Optimise financial returns from Council's existing property portfolio, given the prevailing market conditions.</p> <p>Signoff Authority: <i>Manager Property</i></p>	 50%	<p>Council continues optimise financial return for Council through its property portfolio. During the period, Council progressed:</p> <ul style="list-style-type: none"> * the due diligence process to facilitate awarding of the tender for Firs Cottage * a new licence for Evolve Tennis on improved commercial terms * the continuation of easement negotiations.


Term Achievement

Code	Description	Progress
L2.1.3	Council's income and expenditure meets the requirements of the adopted Delivery Program and Operational Plan and the Resourcing Strategy. Signoff Authority: Acting Director Corporate	
Comments		
Progressing as scheduled. Annual income and expenditure budgets are monitored monthly and reported to Council as part of Quarterly Budget reviews. The current Long Term Financial Plan (LTFP) allocates funding to current services, priority projects and infrastructure assets to meet all identified assets and financial performance benchmarks. As part of the 2024/25 annual budget process and LTFP review which commenced in early December 2023, priority projects and new budget requirements will be reviewed, and funds allocated as required. Both expenditure and income will be reviewed in line with the latest assumptions and forecasts to ensure adequate funding is allocated to current services and future project initiatives. Council's fees and charges will be reviewed as part of the current budgeting process		




Operational Plan Tasks

Code	Description	Progress	Comments
L2.1.3.1	Monitor expenditure to ensure it is in accordance with adopted plans. Signoff Authority: Acting Finance Manager	 50%	Annual income and expenditure budgets are monitored on a monthly basis and reported to Council as part of Quarterly Budget reviews. The current Long Term Financial Plan (LTFP) allocates funding to current services, priority projects and infrastructure assets to meet all identified assets and financial performance benchmarks. As part of the annual budget process and LTFP review, priority projects and new budget requirements will be reviewed and funds allocated as required. As part of ongoing monitoring of the budget, the actual expenditure and funding is reviewed and any budget adjustments recommended to Council as part of Quarterly Budget reviews.
L2.1.3.2	Review fees to identify sustainable increases to Council's income. Signoff Authority: Acting Finance Manager	 50%	The review of Council's fees and charges commenced as part of the 2024/25 annual budgeting process in December 2023 to review and increase non regulatory fees and charges in line with CPI indexation. This review will also include benchmarking a number of fees and charges with surrounding Councils for similar facilities and venues available as well as an analysis of costs and fee methodologies to identify potential increase to Council's income. New fees identified to increase revenue streams.

Term Achievement

Code	Description	Progress
L2.1.4	Council maintains its commitment to infrastructure asset management priorities. Signoff Authority: Acting Director Corporate	
Comments		
Progressing as scheduled. Reviews and updates are being made to Asset Management Plans as well as to associated financial strategies. Design and construction of the current capital works program is well underway with numerous projects completed. Additionally planning and design works are in progress for the next years capital works program.		


Operational Plan Tasks

Code	Description	Progress	Comments
L2.1.4.1	Identify available funding sources in the Long Term Financial Plan and champion prioritisation for infrastructure renewal. Signoff Authority: <i>Acting Finance Manager</i>	 50%	As part of the annual budget process and LTFP review, priority projects and new budget requirements will be reviewed and funds allocated as required. Council continued to maintain its commitment to infrastructure assets and decreasing the current infrastructure backlog. This is reflected in the current funding strategy forming part of the LTFP. The 2022 Financial Sustainability Review has highlighted the need for additional funding for Council's infrastructure, with a recommendation for a future increase in rates (via a SRV). This will form part of Council's new funding strategy if supported.
L2.1.4.2	Review the Asset Management Strategy as part of Council's adopted Resourcing Strategy. Signoff Authority: <i>Acting Manager Technical Services</i>	 50%	A new draft Asset Management Policy has been developed as part of the Asset Management Strategy which is currently under review for the next cycle.
L2.1.4.3	Achieve asset management targets identified in the Resourcing Strategy. Signoff Authority: <i>Acting Manager Technical Services</i>	 50%	Programs are aligned to achieve the asset management targets in the Resourcing Strategy. During the reporting period, design and construction works continued as per the capital works programs and budget review and asset management systems are being updated to reflect construction works.




Focus area: L3: Communication.

Long-Term Objective: L3.1: An informed and engaged community with enhanced collaboration, participation and decision-making.


Term Achievement

Code	Description	Progress
L3.1.1	Residents and ratepayers are more informed, involved and valued through expanded and innovative communications. Signoff Authority: <i>Director Community</i>	
Comments		
Progressing as scheduled.		
Some of the innovative communications channels used during the reporting period were:		
* interpretative signage		
* videos embedded in e-news and social media		
* drone footage for use on the website and in advertising campaigns		
* wallets designed in-house for library information		
* interactive maps on the website		
* reels and stories about Council facilities on social media.		


Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.1.1	Use a wide range of channels to promote Council services to agreed corporate standards. Signoff Authority: <i>Manager Corporate Communications</i>	 50%	The communications team continued to use the following channels during this period to promote Council services, facilities and events: * fortnightly e-news * social media * videos and animations * air bridge advertising * print media * outdoor banners, and * other signage.
L3.1.1.2	Apply innovative ways to promoting services, programs, policies and achievements across all media and monitor outcomes. Signoff Authority: <i>Manager Corporate Communications</i>	 50%	Some of the innovations used during the reporting period were: * interpretative signage * videos embedded in e-news and social media * drone footage for use on the website and in advertising campaigns * wallets designed in-house for library information * interactive maps on the website * reels and stories about Council facilities on social media
L3.1.1.3	Monitor Council's website and report on usage. Signoff Authority: <i>Manager Corporate Communications</i>	 50%	Council's website reported a total of 1,358,240 page views during the reporting period. The top ten pages were: Home: 156,202 Ku-ring-gai Library: 57,413 Search: 56,368 Clean up collections: 41,626 Waste and recycling: 35,011 DA tracking: 31,616 What's On Ku-ring-gai: 28,056 My area: 24,763 Bin and collection days: 23,542 Contact us: 18,761
Key Achievements			
<ul style="list-style-type: none"> * Introduced a webpage linking to Bookable which allows community groups to book outdoor banners online. * Introduced a grants database allowing community groups to identify grant opportunities. * Introduced a volunteer hub section, linking volunteers with local organisations. * Improved integration between Council's site and Council's new NetZero site. 			

Term Achievement

Code	Description	Progress
L3.1.2	Contribute to enhancing and protecting Council's reputation and public image. <i>Signoff Authority: Director Community</i>	
Comments		
Progressing as scheduled. Council continues to issue 2-3 media releases weekly. Council's reputation is monitored daily through social media and the media. Where issues arise Council spokespeople such as the Mayor are briefed before interviews.		


Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.2.1	Proactively manage the Council's reputation through the media and other channels. <i>Signoff Authority: Manager Corporate Communications</i>	 50%	Council continues to issue 2-3 media releases weekly. Council's reputation is monitored daily through social media and the media. Where issues arise Council spokespeople such as the Mayor are briefed before interviews.




Focus area: L4: Good governance and management.



Long-Term Objective: L4.1: The organisation provides ethical and transparent decision-making, efficient management, and quality customer service.

Term Achievement


Code	Description	Progress
L4.1.1	Integrated risk management, compliance and internal control systems are in place to identify, assess, monitor and manage risks throughout the organisation. <i>Signoff Authority: Acting General Manager</i>	
Comments		
Progressing as scheduled. A summary of key updates is provided below. * Enterprise Risk Management: The ongoing development and refinement of all ERM framework documents has been completed. An organisation-wide biannual risk review is currently under way. A further review of the Fraud and Corruption Control Policy and Fraud and Corruption Control Strategy was completed. * Internal Audit Function: Attendance at two ARIC meetings, Completion of a project management audit and commencement of a customer service review and fire safety review. * North Shore Internal Audit Service: The hosting arrangements for the internal audit service were successfully transferred to NSROC. The new arrangements became effective on 23 October 2023. * Insurance Portfolio: (1) Public Liability - The number of claims increased in Q3 and Q4 from the previous quarters. Settlement ratios remained well below 0.1. The major contributor to claim damages lodged with Council continues to be fallen tree branches and/or tree root ingress. (2) Workers Compensation - Cases involving psychological injuries continued to lead to extended time lost and consequently influencing the overall average cost in both Q3 and Q4. * WHS: A new Volunteer Management Policy was created and approved. All action items and submission of evidence from the 2022 WHS Self-Audit have been accepted by StateCover. New action items from the 2023 WHS Self-Audit have been approved and submitted to StateCover.		

Operational Plan Tasks







Code	Description	Progress	Comments
L4.1.1.1	<p>Manage and coordinate a compliant and effective Enterprise Risk Management system.</p> <p>Signoff Authority: <i>Manager People & Culture</i></p>	 50%	<p>Key updates to the Enterprise Risk Management (ERM) system during the period include:</p> <ul style="list-style-type: none"> * The development and refinement of all ERM framework documents (including Risk Management Policy, Risk Management Strategy, Risk Appetite Statement and Risk Register) has now been completed. These documents have been reviewed to ensure alignment with the OLG Guidelines for Risk Management & Internal Audit in Local Government. The review of these documents also incorporates further feedback received from InConsult, a specialised risk consultancy. Briefings with GMD and Councillors will take place over the coming months during which the documents will be recommended for approval and/or adoption (as required). * An organisation-wide biannual risk review is currently underway to further refine Council's risk register. * To further enhance Council's Fraud and Corruption Control Framework, an additional review of the Fraud and Corruption Control Policy and Fraud and Corruption Control Strategy has been undertaken to incorporate all elements of Council's Fraud and Corruption Control System and ensure alignment with the OLG Guidelines for Risk Management & Internal Audit in Local Government. The review of these documents also incorporates further feedback received from Internal Audit, the Governance & Corporate Strategy business unit and InConsult. The revised Policy was approved by GMD on 16 November 2023 and was referred to Council for consideration and adoption during their meeting on 12 December 2023.
L4.1.1.2	<p>Manage, coordinate, support and facilitate the effective operation of Council's Internal Audit function.</p> <p>Signoff Authority: <i>Manager People & Culture</i></p>	 50%	<p>The hosting arrangements for the internal audit service were successfully transferred to NSROC. The new arrangements became effective on 23 October 2023. The Team Leader Risk Advisory has been identified as Council's central point of contact for the service moving forward.</p> <p>Key highlights for this reporting period include:</p> <ul style="list-style-type: none"> * Attendance at two ARIC meetings * Completion of a project management audit and commencement of a customer service review and fire safety review.
L4.1.1.3	<p>Coordinate, support and facilitate the effective management of Council's Insurance portfolio.</p> <p>Signoff Authority: <i>Manager People & Culture</i></p>	 50%	<p>Council continues to facilitate the effective management of the insurance portfolio. Key updates are outlined below:</p> <p>Public Liability:</p> <ul style="list-style-type: none"> * The number of claims increased in Q3 and Q4 from the previous quarters. * Settlement ratios remained well below 0.1, with most claims assessed by Council & JLT being declined. * The major contributor to claim damages lodged with Council continues to be fallen tree branches and/or tree root ingress. <p>Workers Compensation:</p> <ul style="list-style-type: none"> * In Q3, Council saw a notable rise in the WorkCover claims costs associated with a notifiable trunk injury. * Cases involved psychological injuries continued to lead to extended time lost and consequently



			<p>influencing the overall average cost in both Q3 and Q4.</p> <p>* Primary and secondary psychological injuries continue to impact Council's return to work performance.</p> <p>* Council will continue to focus on collaborating with StateCover to provide supervisors and managers training in managing psychological injuries.</p> <p>* Council will also take initiatives to review the existing internal workers compensation process to ensure it is streamlined, efficient, and user-friendly for both injured staff and management to navigate effectively.</p>
L4.1.1.4	<p>Manage and coordinate a compliant and effective Workplace, Health and Safety (WHS) Management System.</p> <p>Signoff Authority: <i>Manager People & Culture</i></p>	 50%	<p>Overall, WHS events increased significantly in Q3 and Q4 compared to Q1 and Q2 (increased by 44% from Q2 2023 to Q3 2023, reduced slightly from Q3 to Q4) but still significantly higher than the previous quarters. As a result, the number of investigations and corrective actions/recommendations also increased significantly compared to the previous quarters.</p> <p>A new Volunteer Management Policy was approved to guide the recruitment and management of volunteers undertaking a role on behalf of Ku-ring-gai Council to support a best practice volunteer program which provides a collaborative, supportive and safe working environment for volunteers. In 2024, Council will continue to develop Volunteer Management Procedures and related tools and templates to support the Volunteer Management Policy.</p> <p>All action items and submission of evidence from the 2022 WHS Self-Audit have been accepted by StateCover. New action items from the 2023 WHS Self-Audit have been approved and submitted to StateCover.</p>
L4.1.1.5	<p>Coordinate the efficient and effective delivery of the North Shore Council's Internal Audit Service.</p> <p>Signoff Authority: <i>Manager People & Culture</i></p>	 100%	<p>The hosting arrangements for the internal audit service were successfully transferred to NSROC. The new arrangements became effective on 23 October 2023.</p>

Term Achievement


Code	Description	Progress
L4.1.2	<p>Council's Governance framework is developed to ensure probity and transparency.</p> <p>Signoff Authority: <i>Acting Director Corporate</i></p>	
Comments		
<p>Progressing as scheduled.</p> <p>Council continued to demonstrate its commitment to ethical and transparent corporate governance. Council and committee meetings were managed effectively and public forums provided an opportunity for residents to have their say. Councillors received regular briefings and training to ensure they had the information and skills required to exercise their role. Council responded promptly to information access requests and developed a new policy and procedures to ensure that Council staff respond swiftly to a suspected data breach. Operational policies continued to be reviewed and updated to ensure they reflect legal requirements and provide clear guidance to Councillors and staff on their roles and responsibilities. Council records continued to be securely managed and a digitisation program ensures that historical records are protected and accessible. A central Contract Management System is being implemented and arrangements to ensure compliance with the Modern Slavery Act are being put in place. Council continued to prepare for information sessions to advise local businesses of opportunities to work with Council.</p>		

Operational Plan Tasks




Code	Description	Progress	Comments
L4.1.2.1	<p>Ensure that Council and Committee Meetings are managed effectively and in accordance with relevant legislation, codes and guidelines.</p> <p>Signoff Authority: Manager Governance & Corporate Strategy</p>	 50%	<p>Council and Committee meetings were held in compliance with Council's Code of Meeting Practice. Ordinary Meetings of Council continued to be live streamed during the meeting with copies of all recordings available on Council's website after each meeting. Agendas and Minutes were published within agreed timeframes. Council held six ordinary meetings and two extraordinary meetings. Six public forums were held prior to each Ordinary Meeting of Council with 120 representations from community members.</p>
Key Achievements			
120 representations being received by Council on the six ordinary meetings conducted.			
L4.1.2.2	<p>Maintain a training, professional development and support program for councillors.</p> <p>Signoff Authority: Acting Director Corporate</p>	 50%	<p>Councillors are encouraged and supported to undertake training provided by the OLG and Local Government NSW. All Councillors receive an allowance to cover professional development and training and attendance at conferences and seminars. Regular reminders of upcoming courses, conferences and professional development opportunities is circulated to Councillors. Council delivered 15 information and briefing sessions for Councillors on strategic and operational matters in this reporting period. Code of Conduct refresher training (focusing on interaction between Councillors and staff) was delivered to Councillors in July 2023.</p>
L4.1.2.3	<p>Improve staff awareness and compliance with information access and privacy legislation, codes and guidelines.</p> <p>Signoff Authority: Manager Governance & Corporate Strategy</p>	 50%	<p>From July to December 2023, Council responded to 736 informal requests for information and 16 formal request for information under the GIPA Act 2005. Council considered 2 allegations of alleged breach of privacy with only one confirmed. Council also developed a draft Data Breach Policy to support compliance with the new Mandatory Notification of Data Breach Scheme.</p>
L4.1.2.4	<p>Review policies, delegations and authorisations to support good decision-making and compliance with changing legislation and guidelines.</p> <p>Signoff Authority: Manager Governance & Corporate Strategy</p>	 50%	<p>An organisation-wide review of Council policies is ongoing to ensure policies are up-to-date and consistent with current legislative and regulatory requirements. Council considered six policies during the reporting period.</p>
L4.1.2.5	<p>Maintain effective records management systems and improve staff awareness and practices across the organisation.</p> <p>Signoff Authority: Manager Governance & Corporate Strategy</p>	 50%	<p>Council has transferred and scanned over 3,000 historical and legal documents into Content Manager. New calendar year processes (including creation of containers to support good record keeping practices) were completed. Historical building applications (BAs) were transferred from the shared drive/CDs into Council's document management system, Content Manager.</p>
L4.1.2.6	<p>Continue to preserve, protect and digitise Council's physical legacy records and archives.</p> <p>Signoff Authority: Manager Governance & Corporate Strategy</p>	 50%	<p>Council delivers professional archival management services in accordance with agreed standards and procedures and consistent with best practice. Council's legacy records are securely kept and disposed of in accordance with the State Records Act and other relevant guidelines and disposal authorities. During this reporting period Council progressed:</p>

			<p>* Transfers to Government Records Repository (GRR) including 159 archive boxes of 2016 DA files, 2 archive boxes of Finance Files and 1 archive box of Wildflower Garden Files. This ensures that Council's legacy records are stored in offsite storage under optimum conditions. Scanned records held on-site were destroyed as part of ongoing disposal of scanned records as authorised by State Records disposal authority GA45. 246 archive boxes of DA and legacy files scanned by GRR under the Scan on Demand program were authorised for destruction during this period. The destruction of the boxes will achieve substantial savings in offsite storage costs. The scanned files provide easier access to Council officers who can view the contents in the document management system.</p> <p>* Property files stored in Central Records are continuing to be scanned on a targeted (Council properties, commercial premises, heritage properties) and requested basis, with those files also progressively destroyed under GA45. The total number of property files scanned during the July to December 2023 was 454 (28 boxes). The progressive shelf space cleared is 131.04 metres, 46.6% of total. It is anticipated that this project will eliminate the requirement for ongoing physical storage of these files and also provides access to Council officers who can view the contents digitally.</p> <p>* Ongoing archiving work included 7 day boxes created. 171 archive boxes created, 172 boxes sent for offsite storage, processing 1267 requests for electronic files 12 requests for offsite files/boxes, 35 requests for onsite files and scanning of 454 property files.</p>
L4.1.2.7	<p>Coordinate, support and facilitate effective probity around procurement and provide support for the Contract Management Framework.</p> <p>Signoff Authority: <i>Manager Procurement & Contracts</i></p>	 50%	<p>Council have been working towards the implementation of a Contract Management System. The system will act as a central repository for all contracts and will be rolled out within Q3 23/24. We are working towards compliance with new obligations that were introduced by the Modern Slavery Act 2018 (NSW) to manage modern slavery risks in procurement supply chains. This involved implementation of Guidelines issued in December 2023.</p>
L4.1.2.8	<p>Improve opportunities for local businesses to work with Council through education and review of procurement information on Council's website.</p> <p>Signoff Authority: <i>Manager Procurement & Contracts</i></p>	 50%	<p>Council are developing an information session for local business to attend during Feb/Mar 2024. Internal and external stakeholders are being contacted for feedback to improve knowledge of opportunities available. Tenders issued during the period included emails sent to known local suppliers for opportunities along with media releases so ensure wider distribution of information.</p>
Key Achievements			
Recent tender for provision of professional services had a very high level of interest and number of responses received.			


Term Achievement

Code	Description	Progress
L4.1.3	Sustainability is integrated into Council's business framework. Signoff Authority: Director Strategy & Environment	
Comments		
<p>Progressing as scheduled.</p> <p>Ongoing review of existing policies, strategies and plans to advance sustainability and environmental management continues. The most significant update was Council endorsement of the 2023 Bushfire Prone Land Map in December. The State Government also released planning reform impacting upon large areas of Ku-ring-gai. Work was done to analyse the new planning changes and prepare a submission and public forum to ensure Ku-ring-gai residents are kept informed.</p> <p>Internally, the Corporate Sustainability Action Plan working group continue to meet and progress a sustainability agenda across Council operations as well as assisting staff to incorporate sustainability at home.</p>		


Operational Plan Tasks


Code	Description	Progress	Comments
L4.1.3.1	Implement the Corporate Sustainability Action Plan and corporate sustainability program. Signoff Authority: Manager Environment & Sustainability	 50%	<p>The Corporate Sustainability Action Plan (CSAP) continued to improve how Council delivers strategies to reduce energy, waste and water use within Council facilities. We held our regular working group meetings where representatives from all teams in Council contributing actions for their teams.</p> <p>To ensure staff engagement, Council launched the Greenstyle@home program, an extension of our successful resident home assessment program. Staff now have access to information on how to create a low-cost, efficient home. There is a lucky draw for completing an online quiz and staff can book a face to face or online chat with one of our staff experts. We also ran two staff workshops during this period including a DIY Christmas gift and a Make your own Beeswax Wrap workshop. These were well attended and link directly to our CSAP strategy.</p>
Key Achievements			
Launch of the Greenstyle@home program, an extension of Council's successful resident home assessment program.			
L4.1.3.2	Utilise the sustainability data management and reporting system to inform investment, emission mitigation and management priorities. Signoff Authority: Manager Environment & Sustainability	 50%	Council completed the 12 month energy and emissions snapshot which will be presented for review in Q1 CY24. Monthly energy and water snapshots have been compiled and reviewed for the Ku-ring-gai Fitness and Aquatic Centre.
L4.1.3.3	Review and implement policies, strategies and plans to advance sustainability and environmental management. Signoff Authority: Manager Environment & Sustainability	 50%	Ongoing review of existing policies, strategies and plans to advance sustainability and environmental management continues. The most significant update was Council endorsement of the 2023 Bushfire Prone Land Map in December 2023.

Term Achievement

Code	Description	Progress
L4.1.4	The organisation is appropriately skilled and resourced. Signoff Authority: Acting General Manager	
Comments		
<p>Progressing as scheduled.</p> <ul style="list-style-type: none"> • Learning & Development: There were a total of 297 attendances at training during the period including induction, 7 habits of highly effective people, Safestart and WHS compliance training. • Payroll: Payroll was successfully processed for all employees within the established timelines, ensuring timely and accurate of salaries. • Workforce Management Services: Best practice recruitment and selection, and effective management of employee/industrial relations matters remains to be at the forefront of People & Culture. The team continues to navigate through complex employee relations matters in accordance with legislative and award requirements, and consistent with established practices. • Workforce Policies: Work continues on action items identified part of the EOS Action Plan, the Gender Equality Strategy, and the EEO Management Plan 2024-27 which was recently adopted by the GMD. • Workforce Management Strategy: The actions contained within the Workforce Management Strategy are being implemented in accordance with set time frames. • People & Culture Services: Work commenced on the transition of HR and Payroll modules from CI to CIA in Technology One. We will then progress with implementation of an Employee Self Service function which will result in increased productivity and efficiency both within the team and across the organisation. • Core Business Systems: System enhancements continue to be made by the of development of reports, system automation and general system improvements across several core systems. • ICT and Digital Strategy: The Technology One Ci Anywhere upgrade for HR/Payroll commenced in October and Organisation Management is now live. Scoping for the remaining Core Enterprise Suite Ci Anywhere upgrade was completed in December. This will include Financials, Supply Chain and Asset Management. The implementation of the NSW Planning Portal API integration stage 2 was delayed slightly and will be completed early 2024. • GIS: All Geographical Information System (GIS) and TechOne Property & Rating (PnR) databases were updated this reporting period resulting in 19 new plans at NSW Land Registry Services and the creation of 33 new properties and 67 new residential units. A total of 2,152 Planning Certificates were issued this period resulting in an income of \$180,431.00 for this part of the financial year. • IT Infrastructure and systems: Routine checks during the period included monthly physical inspections of all remote sites and windows security patching for servers and PC's. Projects completed or scheduled this period included the PC Replacement, Penetration Testing and the implementation of a Vulnerability Scanner. 		


Operational Plan Tasks

Code	Description	Progress	Comments
L4.1.4.1	Effectively deliver learning and development strategies and programs in line with identified priorities and the objectives of Council's adopted Workforce Management Strategy. Signoff Authority: Manager People & Culture	 50%	There were a total of 297 attendances at training in the July - December period with 48 attendances at Council's Induction program including 7 Habits of Highly Effective People, 12 participants at SafeStart training, 6 participants in the LG Professionals Management Challenge national finals, 29 attendances at various external training and 127 attendances at the annual WHS compliance training calendar delivery in July-August 2023. 10 participants attended the leadership development training program Leading at the Speed of Trust and study assistance for two staff was approved.

L4.1.4.2	<p>Deliver an effective and efficient payroll service.</p> <p>Signoff Authority: <i>Manager People & Culture</i></p>	 50%	<p>Council delivers an effective and efficient payroll service including:</p> <ul style="list-style-type: none"> * timely processing: successfully processed payroll for all employees within the established time lines, ensuring timely and accurate of salaries * compliance and accuracy: maintained a high level of compliance with local and federal regulations, minimising the risk of errors * employee communication: Improved communication with employees regarding payroll-related queries * team members actively upgrading their knowledge and consistently performing well.
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Key Achievements

- * Problem resolution: the team has successfully implemented a proactive approach to identify and resolve payroll discrepancies, resulting in a significant percentage reduction in reported issues.
- * Strengthened collaboration between P&C and Finance teams to streamline data exchange and ensure data accuracy.
- * Conducted regular cross-departmental meetings to address issues and improved overall organisational efficiency
- * The team has successfully met all deadlines while ensuring the utmost quality of work.

L4.1.4.3	<p>Effectively deliver services across all workforce management areas including recruitment, employee relations and industrial relations.</p> <p>Signoff Authority: <i>Manager People & Culture</i></p>	 50%	<p>Best practice recruitment and selection, and effective management of employee/industrial relations matters remains to be at the forefront of People & Culture.</p> <p>A review of our Recruitment and Selection process will be undertaken in quarter 1, 2024, with proposed changes geared towards continuous improvement, efficiency in service delivery and improved internal opportunities. In addition, as part of our commitment to improve services, the team have established a Recruitment Business Partner Service Model aimed at improving communication, alignment of strategies, quality and speed.</p> <p>The team continues to navigate through complex employee relations matters in accordance with legislative and award requirements, and consistent with established practices. The number of matters have increased, however the team has remained diligent in its handling and approach with no matters currently referred for formal dispute.</p>
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Key Achievements

Continued effectiveness and efficiencies in service and operational delivery.

L4.1.4.4	<p>Design and deliver workforce policies and strategies to support the organisation's culture in line with the objectives of Council's adopted Workforce Management Strategy.</p> <p>Signoff Authority: <i>Manager People & Culture</i></p>	 50%	<p>Council commenced work on action items identified as part of the EOS Action Plan, the Gender Equality Strategy, and the EEO Management Plan 2024-27 which were recently adopted by the GMD. Significant progress has been made in relation to the Early Careers Program with the draft policy, procedure, and framework completed and ready for GMD consultation in February 2024. The succession planning process and its integration with the e-module has been completed and approved by GMD, and it is anticipated to be rolled out from May 2024.</p>
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Key Achievements

- * EOS Action Plan finalised and approved.
- * Completion of draft Early Careers Program framework, strategy, policy and procedure.
- * Completion of the 2024-27 EEO Management Plan.
- * Completion of the Succession Planning e-module.
- * Successful roll-out of the 2023 R&R Excellence and Employee of the Year Awards.
- * Completion of 8 People & Culture policy reviews.
- * Successful completion of phase 1 of the CiA transition project - Organisational Structure.

L4.1.4.5	Review the Workforce Management Strategy as part of Council's adopted Resourcing Strategy. Signoff Authority: <i>Acting General Manager</i>	 50%	The Workforce Management Strategy is reviewed as part of Council's adopted Resourcing Strategy and is being implemented in accordance with set time frames.
L4.1.4.6	Continuously improve People & Culture services, business processes and systems. Signoff Authority: <i>Acting General Manager</i>	 50%	The People & Culture business unit continues to maintain a strong focus on continuous improvement. Work has recently commenced on the transition of HR and Payroll modules from CI to CIA in Technology One. We will then progress with implementation of an Employee Self Service function which will result in increased productivity and efficiency both within the team and across the organisation.
L4.1.4.7	Maintain, update and support Council's core business systems, coordinate reviews and facilitate enhancements to address identified requirements. Signoff Authority: <i>Manager Information Management</i>	 50%	Throughout the reporting period Council have continued to maintain, update and support Council's core business systems in both a proactive and reactive manner; with almost 850 IM Helpdesk Requests/Tasks received, resulting in 815 actions/improvements being completed. System enhancements continue to be made through the development of reports, system automation and general system improvements across several core systems.


Key Achievements

Inactive Users Audit of TechnologyOne applications was conducted in October 2023.

L4.1.4.8	Coordinate and facilitate the implementation of the ICT and Digital Strategy action plan and initiatives and ensure appropriate funding is identified. Signoff Authority: <i>Acting Director Corporate</i>	 50%	The Information Management work delivery program for the 2023/24 is progressing well. Progress includes: * The Technology One Ci Anywhere upgrade for HR\Payroll commenced in October and Organisation Management is now live. Configuration and testing is continuing for Payroll and Employee Self Service. * Scoping for the remaining Core Enterprise Suite Ci Anywhere upgrade was completed in December. This is expected to commence in February 2024 and will include financials, supply chain and asset management. The implementation of the NSW Planning Portal API integration stage 2 was delayed slightly and will be completed early 2024.
L4.1.4.9	Develop, maintain and deliver quality property and geographic information services including advice and training. Signoff Authority: <i>Manager Information Management</i>	 50%	All Geographical Information System (GIS) and TechOne Property & Rating (PnR) databases were updated this reporting period resulting in 19 new plans at NSW Land Registry Services and the creation of 33 new properties and 67 new residential units. A total of 2,152 Planning Certificates were issued this period resulting in an income of \$180,431.00 for this part of the financial year.

Key Achievements


Upgrade of Council's GIS contract with our vendor, Esri Australia, to cater to the additional number of power GIS users and for advanced spatial functionality.

L4.1.4.10	Maintain, update and support Council's Information Technology infrastructure and systems. Signoff Authority: <i>Manager Information Management</i>	 50%	Routine checks during the period included monthly physical inspections of all remote sites and windows security patching for servers and PCs. Projects completed or scheduled this period included the PC Replacement, Penetration Testing and the implementation of a Vulnerability Scanner.
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Key Achievements

A vulnerability scanning system has been implemented to conduct daily scanning and reporting for issues.
The annual PC replacement refreshed aging PCs and laptops which were due for replacement.

Term Achievement

Code	Description	Progress
L4.1.5	Leading practice customer service is delivered to the community. <i>Signoff Authority: Director Community</i>	
Comments		
Progressing as scheduled. Benchmarking of customer service was undertaken across the organisation and presented to Councillors. An external audit was undertaken with actions being implemented this year.		


Operational Plan Tasks

Code	Description	Progress	Comments
L4.1.5.1	Report annually on customer service standards. <i>Signoff Authority: Manager Corporate Communications</i>	 50%	Customer service standards were reported through the GM's performance review.
L4.1.5.2	Continue to benchmark and improve customer service across the organisation. <i>Signoff Authority: Manager Corporate Communications</i>	 50%	Council continues to benchmark with results presented to GMD October 2023 by CSBA (research company engaged). The Customer Service audit commenced in late October 2023 and is progressing as expected.
L4.1.5.3	Report annually to the Audit, Risk and Improvement Committee (ARIC) on complaints as defined by Council's adopted Complaints Policy. <i>Signoff Authority: Manager Corporate Communications</i>	 50%	Complaints are reported and presented quarterly to GMD.


Focus area: L5: Continuous improvement.

Long-Term Objective: L5.1: Council services and programs are provided on the basis of equity, community priorities, and best value for money within available resources.


Term Achievement

Code	Description	Progress
L5.1.1	Promote best practice and continuous improvement across Council's operations. <i>Signoff Authority: Acting Director Corporate</i>	
Comments		
Progressing as scheduled. Council is committed to continuous improvement, and implemented recommendations from internal audits and community feedback to enhance service and project delivery. A targeted service review program is in development.		


Operational Plan Tasks

Code	Description	Progress	Comments
L5.1.1.1	<p>Continue to review and improve the efficiency and effectiveness of service delivery.</p> <p>Signoff Authority: <i>Manager Governance & Corporate Strategy</i></p>	 50%	<p>Improvements to service and project delivery continued to be implemented. This included implementing actions from planned and completed internal audits of services, improving work practices as well as reviewing and assessing priorities and expected levels of service expressed by the community during community engagement activities. Other actions that will assist in identifying areas for service delivery improvements included:</p> <ul style="list-style-type: none"> * Reviewing performance measures for reporting on Council's Delivery Program and Operational Plan progress, as part of the annual review of the Delivery Program and preparation of the Operational Plan. * Progressing the development of a targeted service review program, with two pilot reviews planned for 2023-24. * Planning Council's next research into community priorities and satisfaction for a broad selection of external services and facilities.

Term Achievement

Code	Description	Progress
L5.1.2	<p>Council services are progressively reviewed to determine service level expectations and agreed service levels within available resources.</p> <p>Signoff Authority: <i>Acting Director Corporate</i></p>	
Comments		
<p>Progressing as scheduled.</p> <p>Council is partnering with external consultants to create a framework for its new service review program. This framework will guide two pilot reviews in early 2024 to improve the quality, efficiency and effectiveness of its communications and sporting field maintenance services.</p>		

Operational Plan Tasks

Code	Description	Progress	Comments
L5.1.2.1	<p>Conduct two service reviews (communications services and management and maintenance of sports fields) in line with Council's targeted service review program, including engagement with the community on expected levels of service and measures of performance.</p> <p>Signoff Authority: <i>Manager Governance & Corporate Strategy</i></p>	 50%	<p>During the reporting period independent consultancy services (UTS) were engaged to assist in developing a governance and operational framework to support the service review program and to coordinate, advise and support the oversight of two pilot service reviews. The work will include scoping of the reviews, collection, analysis and synthesis of review data, stakeholder engagement, benchmarking and other comparative assessment and reporting on the findings and recommendations. Key staff involved in the reviews will undertake tailored training before their commencement. The pilot reviews are planned to commence in February 2024.</p>

Have your say

Ku-ring-gai Council's commitment to effective community consultation and engagement recognises the important connection between elected representatives, staff and the community and the benefits derived by using these to make better decisions.

How to get involved

1. Visit Council's website www.krg.nsw.gov.au to:
 - Access the *Have My Say* community engagement portal to contribute your opinion on a range of issues, new initiatives, public exhibitions, policies and plans so Council can make the right decisions for the community.
 - Stay up to date with how Council is progressing the Community Strategic Plan: Ku-ring-gai 2032, Revised Delivery Program 2022-2026 and Operational Plan 2023-2024 by reading performance reports at www.krg.nsw.gov.au/performance-reports
 - Stay up to date with Council meetings and minutes at www.krg.nsw.gov.au/council-meetings
 - Subscribe to newsletters, updates and announcements at www.krg.nsw.gov.au/news-and-media
Contact your local Councillor at www.krg.nsw.gov.au/elected-council
2. Attend a Council meeting or contribute via a Public Forum www.krg.nsw.gov.au/meetings-and-forums
3. Stay connected through social media – Facebook, Twitter, Instagram, YouTube and LinkedIn.
4. Visit us at 818 Pacific Highway, Gordon
Email krg@krg.nsw.gov.au
Phone 02 9424 0000
Live web chat via www.krg.nsw.gov.au



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