



**REVISED**  
**DELIVERY PROGRAM 2013-2017 &**  
**OPERATIONAL PLAN 2014-2015**

JUNE 2015



Theme: Community, People and Culture.....2

Theme: Natural Environment..... 44

Theme: Places, Spaces and Infrastructure ..... 65










Theme: Access, Traffic and Transport..... 121









Theme: Local Economy and Employment ..... 136

Theme: Leadership and Governance ..... 150

## Theme: Community, People and Culture

### Performance Indicators


Code	Description	Baseline	Yearly Target	Units	Achieved Amount	Yearly Rating Image
C1.1.1.A	Utilisation levels for children's services.	Annual target of 90% utilisation of children's services. (Data source: Council)	90	%	96.00	
C1.1.1.B	Participation in youth service programs.	Annual target of 5,000 participants in youth programs. (Data source: Council)	5,000	Participants	5,911	
C1.1.1.C	Participation in aged and disability service programs.	Annual target of 2,100 participants in aged and disability programs. (Data source: Council)	2,100	Participants	2,925	
C1.1.1.D	Support for community organisations.	In 2011/12 there were 90 community organisations supported. (Data source: Council)	90	Organisations	114	
C1.1.3.A	Utilisation of art-centred courses.	Annual target of 90% take-up of courses. (Data source: Council)	90	%	97.36	
C1.1.3.B	Visits to libraries.	Annual target of 600,000 visits or more per year to libraries. (Data source: Council)	600,000	Visits	533,106	
<p><b>Comment:</b> Analysis of the total annual visits to libraries indicates that visits to the refurbished Gordon library are exceeding expectations due to the availability of space and a fitout that can accommodate the variety of uses that the community now seeks in a library. This includes areas for people to sit and read, study, work, meet with others and participate in library programs. Despite having sufficient staff and library collections Council's other three branch libraries at Lindfield, Turramurra and St Ives currently have limited opportunities to provide these expanding uses. Accordingly numbers of visits to these libraries have reduced. Council's current masterplanning for the Lindfield Community Hub, which will include a new library, will address the limitations of the present Lindfield site.</p>						
C1.1.3.C	Visits to library website.	Annual target of 50,000 visits or more per year to the library website. (Data source: Council)	50,000	Visits	59,255	
<p><b>Comment:</b> The achievement of 20% more library website visits above the annual target reflects both the growing library collection available via the web and increasing community usage.</p>						
C1.1.2.A	Level of user satisfaction with community services and programs. These programs are inclusive of families, people with disabilities, older people, children, young people, people with culturally and linguistically diverse backgrounds.	In 2011/12 there was an average 85% user satisfaction with all programs. (Data source: Council)	85	%	93	
C2.1.1.A	Community participation at major supported community events.	Annual target of 30,000 participants at major local events supported by Council. (Data source: Council)	30,000	Participants	24,000	

	<b>Comment:</b> Numbers of participants were 20% below the annual target in 2014/2015 due to inclement weather, which resulted in the cancellation of the Australia Day celebrations and reduced the scale of the Festival on the Green event at St Ives.					
C2.1.1.B	Loans per resident per year.	Annual target of 7.8 loans per resident per year. (Data source: Council)	7.8	Loans	7.6	
	<b>Comment:</b> The small reduction in loans per resident per year is likely due to an increase in Ku-ring-gai's population exceeding the growth in library loans. This statistic is expected to fluctuate, depending on the demographic profile of new residents, their knowledge of Council services and facilities and inclination to access library loan services.					
C2.1.1.C	Library loans per year.	Annual target of more than 900,000 library loans per year. (Data source: Council)	90,000	Loans	91,4329	
C4.1.1.A	Participation in leisure and cultural activities supported by Council.	During 2012/2013 over 100,000 people participated in selected leisure and cultural activities supported by Council. (Data source: Council)	100,000	Participants	225,000	
	<b>Comment:</b> The target figure for this indicator was based on a combined estimated participation rate for major Council organised cultural events and the Ku-ring-gai Fitness and Aquatic Centre (KFAC). Since opening on 25 October 2014, KFAC has significantly exceeded the estimated number of participation attendees across all programs.					
C4.1.1.B	Participation in active recreation programs supported by Council.	In 2012/2013 there were 800 registrations for active recreation programs. (Data source: Council)	800	Registrations	1,067	
C4.1.2.A	Land acquired through S94 Contributions for new recreational open space.	Annual target of land acquisition for new recreational open space. (Data source: Council)	2,000	m <sup>2</sup>	69	
	<b>Comment:</b> The annual target of 2,000m <sup>2</sup> of land to be acquired for open space purposes was not achieved during 2014/2015 due to Council significantly exceeding the land acquisition target in the previous year. Council has now acquired the majority of land reserved under the Ku-ring-gai Local Environmental Plan (Local Centres) 2012 for this purpose, with only three remaining parcels to be acquired. In addition to open space acquisition in 2014/2015 Council compulsory acquired 1,500m <sup>2</sup> of land for a new local road in Gordon and resolved to acquire an additional 695m <sup>2</sup> of land as the final property required to deliver a new local park in Turramurra.					
C5.1.1.A	Swimming pool safety inspection program.	Completion of swimming pool barrier inspection program within set timeframes and budget. (Data source: Council)	100	%	100	
C5.1.1.B	Companion animal management compliance.	Annual target of 90% registration of companion animals within Ku-ring-gai. (Data source: Council)	90	%	98	
	<b>Comment:</b> The very high rate of registration of companion animals, which significantly exceeds the annual target, reflects Council's proactive approach to community awareness and education of owners.					
C7.1.1.A	Fire trails improvements and hazard reduction.	Annual target of 80% completion for both fire trail improvement program and hazard reduction program. (Data source: Council)	80	%	63	
	<b>Comment:</b> Achievement of the annual target for 2014/2015 was significantly impacted by limited hazard reduction burns taking place due to adverse weather conditions (heat, winds and wet weather). Final figures for the year included 100% of fire trail improvements completed and 26% of hazard reduction burns completed from the program.					


**Issue:** Community wellbeing.

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


**Term Achievement**

Code	Description	Progress	Stakeholders	Council Role
C1.1.1	<p>Council's policies, programs and advocacy address the social and health needs of all age groups, reduce disadvantage and address gaps in service provision.</p> <p><b>Responsible Officer:</b> Director Community</p>		<p>NSW Ageing Disability &amp; Homecare, Northern Sydney Region of Councils, NSW Department of Community Services, Department of Family and Community Services, Department of Health, NSW Department of Health, NSW Department of Education and Communities, NSW Office of Communities - Youth, NSW Police, Local Community Groups</p>	Deliver, Advocate, Lead
<b>Comments</b>				
<p>A range of inclusive programs and services were delivered throughout the year targeting all sectors within the community. In particular programs for children, youth, and aged were very well attended, along with those designed for women and culturally diverse people within the community. Cultural services were also delivered through the libraries and the art centre, and healthy lifestyle and fitness programs through recreation services. Programs and services were designed to attract a wide audience, reduce social isolation and enhance mental and physical health within the community. Council's major events were also very successful attracting large numbers with high satisfaction ratings.</p> <p>Progressing in accordance with Delivery Program - Year 2.</p>				


**Critical Action**

Code	Description	Progress	Comments
C1.1.1.1	<p>Effective responses are made to changing needs of the community.</p> <p><b>Responsible Officer:</b> Director Community</p>	 100%	<p>This is an ongoing program. Council's Demographic, Atlas and Economy Profile are regularly updated and available to the public on Council's website. The latest demographic data has been added to Council's Demographic Profile as the information has become available from the Australian Bureau of Statistics and other sources.</p> <p>During the reporting period demographic and socio-economic data for the Kuring-gai area has informed the preparation of the draft 2015/2016 Operational Plan and revised Resourcing Strategy as well as research work undertaken for the State Government's Fit for the Future reform proposals.</p>

## Operational Plan Tasks

Code	Description	Progress	Comments
C1.1.1.1.1	<p>Provide up to date demographic profile of the community.</p> <p><i>Responsible Officer: Director Community</i></p>	 100%	<p>Council's Demographic Profile, Atlas and Economy Profile are up-to-date and available to the public on Council's website. The latest demographic data has been added to the Demographic Profile as the information has become available from the Australian Bureau of Statistics and other sources e.g. population estimates, residential building approvals and economic data.</p>

## Critical Action

Code	Description	Progress	Comments
C1.1.1.2	<p>Review, evaluate and implement strategies, plans, policies, programs and services.</p> <p><i>Responsible Officer: Director Community</i></p>	 100%	<p>Throughout the reporting period Council provided 140 seniors programs and events with over 2,900 people attending a diverse range of activities - a very positive result exceeding the annual target by 39%. The feedback from participants resulted in an overall satisfaction rating of 96%. The innovative "Seniors in Action" program targets social isolation and brings local seniors together in various settings to promote community involvement and education. The month long Seniors Festival was presented during March and local community groups were encouraged to participate and celebrate the contribution made by the seniors in our local area. Council also resources and supports community groups that provide services to seniors, participate in regional forums, coordinate professional networks and represent council on local management committees. Council, as part of NSROC participated in the implementation of the Northern Sydney Ageing Strategy focussing on areas such as information coordination models, social isolation, community transport and accessible bus stops.</p> <p>Throughout the year a total of 5,911 young people attended programs, events and activities organised by council's Youth Services to address identified community needs. This included facilitating the Hornsby Ku-ring-gai Youth Network and organising the Youth Mental Health Forum at the Ku-ring-gai Town Hall attended by over 240 young people. In partnership with the NSW Department of Family and Community Services (FaCS) and other organisations, Council participated in the development of the draft Northern Sydney Regional Youth Strategy. A key component of the strategy is to develop new models of collaboration to address complex social problems impacting on young people and families</p> <p>Throughout the year Council provided a range of children's services including long day care, family day care, vacation care and immunisation. The average utilisation across all services was 96% and all experienced high levels of user satisfaction. All services are currently reviewing their quality improvement plans to meet regulatory and national assessment and rating requirements.</p> <p>The Art Centre offers 65-70 art and music classes each week, 6 workshops per</p>



		<p>semester, 10-12 exhibitions each semester and specialist programs such as artist talks, summer school and special events for enrolled students.</p> <p>A highlight of the year was the Winter Warmers Week program in June - a library-wide program of activities for all ages from babies to seniors. Collaborations with Activate Lindfield and The Library at the Pool were positive and useful opportunities to provide information and library services at locations other than library branches.</p> <p>State Library review recommendations continue to be acted on. The year saw the implementation of RFID throughout the Library system and the subsequent increase in program delivery and displays as staff redirected their time away from simple circulation transactions and towards engagement with the community.</p>
--	--	---

**Key Achievements**


A comprehensive range of programs and services were delivered across the LGA targeting children, youth, and aged and disability sectors within the community.

The 2014/2015 Seniors Program provided over 140 different activities and attracted approximately 3,000 seniors. Activities on offer included field trips, educational workshops, health seminars and exercise programs, and the satisfaction rating for the comprehensive program was 96%.





The 2015 Youth Mental Health Forum attracted over 200 students representing 12 local high schools. The forum provided an opportunity for young people, teachers, youth workers and counsellors to discuss issues affecting mental wellbeing. Overall 89% of participants were very satisfied with the forum.

Cultural and community services were successfully delivered through the libraries and the art centre, and other community events. The programs were designed to attract a wide audience, reduce social isolation and enhance mental and physical health. Through effective partnerships with local businesses and community organisations, Council participated in highly successful youth forums and other community events.

**Operational Plan Tasks**


Code	Description	Progress	Comments
C1.1.1.2.1	<p>Implement priority recommendations and programs from Council's Ageing Strategy.</p> <p><i>Responsible Officer: Manager Community Development</i></p>	<p> 100%</p>	<p>During the six month period January to June a total of 1,700 seniors attended a range of seminars, forums, excursions and classes. Overall the evaluations rated the programs with a 96% satisfaction level. The ever popular weekly Fall Proof classes continue to grow with both the Lindfield and Gordon classes at maximum capacity. The Basically Backs class being run in North Turramurra is growing slowly and is catering to those with specific needs. The feedback is very positive and the attendees feel their health and well-being has improved by their participation. Council also resourced and supported community groups who provide services to the Senior demographic. Council's Aged Services section attended regional forums, local network groups and also contributed on Boards of management of Local Home and Community Care organisations.</p> <p>Council was also actively involved with NSROC in the implementation of the Northern Sydney Ageing Strategy focussing on areas such as information coordination models, social isolation, community transport and accessible bus stops.</p>




C1.1.1.2.2	<p>Implement priority recommendations and programs from Council's Youth Strategy.</p> <p><b>Responsible Officer:</b> <i>Manager Community Development</i></p>	 100%	<p>During the reporting period the following successful programs were delivered:</p> <ul style="list-style-type: none"> <li>* Parent Forums delivered in partnership with KYDS - 'Training the Black Dog - Help your Teenager Deal with Hard Times' and '5 Strategies for talking with your Teenager'. These forums were well received by residents, many of which had current issues in their household relating to mental health and communication barriers.</li> <li>* Operation of AWOL Youth Hub in Gordon, FITZ Youth Centre in St Ives and Turramurra Youth Centre – during 2014/2015 AWOL Youth Hub opened on 216 occasions, FITZ Youth Centre opened on 43 occasions and Turramurra Youth Centre opened on 25 occasions.</li> <li>* Hornsby Ku-ring-gai Youth Network - the monthly Hornsby Ku-ring-gai Youth Network attracted youth-related community organisations from across Ku-ring-gai.</li> <li>* Collective Impact Initiatives - this is a working in partnership with the NSW Department of Family and Community Services (FaCS) and other organisations to develop new models of collaboration to address complex social problems. This included contributions towards the development of a FaCS Northern Sydney Regional Youth Strategy.</li> <li>* Delivery of January and April school holiday programs including skating, kayaking day trips and centre-based activities.</li> </ul>
C1.1.1.2.3	<p>Implement priority recommendations from Childrens Services Needs Plan.</p> <p><b>Responsible Officer:</b> <i>Manager Community Development</i></p>	 0%	<p>At Council's Ordinary Meeting of 24 February 2015, Council resolved to defer this task from the 2014/2015 Operational Plan pending finalisation and release of additional policy reports from both State and Federal agencies, which may affect priorities in the Plan. The task has been included in Council's adopted 2015/2016 Operational Plan.</p>
C1.1.1.2.4	<p>Deliver quality children services to meet the needs of local families, including immunisation, vacation care, long day care and family day care.</p> <p><b>Responsible Officer:</b> <i>Manager Community Development</i></p>	 100%	<p>All services are currently operating at capacity with full enrolments. Vacation Care is unable to meet current demand and is investigating opportunities for extending services in the Local Government Area. All children's services are currently updating their quality improvement plans and regular client feedback ensures we are meeting the needs of local families.</p>
C1.1.1.2.5	<p>Library programs are implemented including author talks, technology awareness, school holiday programs and storytime.</p> <p><b>Responsible Officer:</b> <i>Manager Library &amp; Cultural Services</i></p>	 100%	<p>During 2014/2015 the library delivered successful and diverse programs to the Ku-ring-gai community. The library hosted 183 events with 10592 attendees. Programs covered children's activities, (consisting of story time, baby educational programs and school holiday activities), teen holiday programs, HSC workshops, adult computer workshops, e-resource workshops and author talks. There were also more multicultural talks in Mandarin for aged care and children's story time in Mandarin.</p> <p>With a strong team now leading the children's and young adult area, programs and activities are becoming more focussed on strengthening literacy skills in young people while making learning playful and fun. The book club for younger teens has a small but dedicated group willing to explore a range of</p>





			<p>reading materials and discuss their work with knowledge and interest.</p> <p>The Library worked in partnership with a number of Council departments which resulted in a number of interesting and popular programs - Alison Grealish's talk on volunteering in Ku-ring-gai, Jenny Lee's Water smart workshop and a practical talk on Green home and sustainability advice.</p> <p>The Library participated in the Activate Lindfield and Activate Turramurra events. This proved a worthwhile opportunity to introduce some members of the community to the Library service and to expand the awareness of many existing users of services available.</p> <p>Some of the events focused on supporting the community, including free hearing checks, and a free backpack check for school children their school backpacks.</p> <p>The "Winter warmer's program" was introduced in the second half of the year. This was a collection of events that spanned the library branch network, being both diverse and enriching for the community. This program highlighted author talks and morning / afternoon teas which provided individualised opportunities for the public to explore the Library service, writers workshops, additional children's activities, student help seminars and more. "Winter warmers program" helped supplement our usual and expanding selection of events. Feedback from participants will be used to build on and improve next year's program.</p> <p>The Library continued to expand its outreach of services with stronger electronic resources, more programs to schools, and programs that combined with other Council services such as the "Library at the pool" promotion.</p> <p>Feedback from the events completed this year is being used to formulate programs in the coming year.</p> <p>Displays continue to recognize events such as Local Government week, Remembrance Day, Australian Library &amp; Information Week, Refugee Week, NAIDOC Week, Guringai festival display, Harmony Day, Anzac Day and the centenary of the Gallipoli campaign.</p> <p>Author events included Lyn Fergusson, Tony Park, Dick Whitaker, Leila Chung, Alics Champion, Merideth Sindel, Suzanne Falkiner, Michael Robotham, Kate Forsyth, Isolde Martyn, Bronnie Masefau, Carol Baxter and Lisa Heidke.</p>
C1.1.1.2.6	<p>Implement priority recommendations from State Library review within available resources.</p> <p><b>Responsible Officer:</b> <i>Director Community</i></p>	<p> 100%</p>	<p>All priority recommendations regarding Council's library buildings have been actioned. Planning for larger branch libraries is encompassed within community facility plans for Lindfield and Turramurra, and internal physical reviews have led to physical changes to present a more comfortable, relaxed and multifunctional space for library users.</p> <p>Enabling user independence is an underlying principle for much of the service development initiatives during the year including RFID self checkers, improved range of electronic resources (fiction and non-fiction) to enable users to access some of the Library's resources anywhere and anytime, help yourself</p>



			<p>reservations. This needs to be supported by user education at all branches to raise awareness of, and help users become familiar with, the range of services the Library provides for them. This is often hampered by inadequate wifi services leading to frustration for both users and staff.</p> <p>The application of collectionHQ as a tool to assist staff in collection analysis for both weeding and selection has commenced.</p> <p>Background work to shape a staffing structure to better meet the changing service needs of a 21st century library are advanced.</p> <p>The appointment of a new Children's and Young Adults Librarian has helped to focus program design and delivery.</p> <p>Information sessions to help members of the public feel more confident in using their mobile devices to access information are always well-attended and received.</p> <p>The Library has proved a popular presence at Council-initiated public events and places including Activate Turrumurra and Lindfield consultations, Medieval Faire and at the Ku-ring-gai Aquatic and Leisure Centre.</p> <p>The stack collection has had a major review and overhaul with a tighter focus for the collection materials held there.</p>
C1.1.1.2.7	<p>Develop and deliver Art Centre programs including classes, workshops and exhibitions.</p> <p><b>Responsible Officer:</b> <i>Manager Library &amp; Cultural Services</i></p>	<p> 100%</p>	<p>The Art Centre has completed all tasks for the period of 1 January to 31 June 2015. Enrolments were strong leading into the New Year, with a number of new students attending the Centre for a variety of different classes. The guitar program thrived throughout this period, with enrolments significantly rising from the previous year.</p> <p>Exhibitions at the Centre in this 6-month period were very successful, starting off with the Annual Tutors Show in February, which brought an influx of new visitors. Ending the period in June was Rachelle Juter's solo jewellery show 'Metalmorphosis'. The exhibition had remarkable visitation numbers, and high sales with over \$7000 made throughout the show. The interest from visitors has spurred on opportunities for the artist to run weekend workshops at the Centre in the 2016 program.</p> <p>Bookings via the new online booking system continue to progress with more students accessing the Centre's class options online and booking themselves into a range of programs. New classes brought in to the program in this period such as 'Sketch Club' and 'Colour, Up Close and Personal' have proven successful, with high class numbers and a number of the bookings coming from new students.</p> <p>An external contractor has been engaged to review the Art Centre, its role into the future and the role of arts and culture in Ku-ring-gai, as well as the role of Council in arts and culture in Ku-ring-gai. Staff (from both the Art Centre and other service units of Council), students and tutors were consulted both in person and on-line as part of the information gathering aspect of the review. The final report is expected to be delivered early in the new financial year.</p>

## Critical Action

Code	Description	Progress	Comments
C1.1.1.3	<p>Develop partnerships with the community and key stakeholders to deliver community programs.</p> <p><b>Responsible Officer:</b> Director Community</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Youth Week 2015 in Ku-ring-gai was celebrated with the staging of the following events "Ku-ring-gai's Got Talent", "Shorefest", the Hornsby Ku-ring-gai Youth Forum and "Discobility". "Ku-ring-gai's Got Talent 2015" was held in partnership with local community organisations and provided an opportunity to showcase the talents of local young people. There were 30 contestants performing live over 2 nights with a number of special guest performers.</p> <p>"Shorefest 2015" was delivered in partnership with 7 Northern Sydney Councils and attracted over 1,000 young people. The event provided an opportunity for positive health messages to be communicated to young people across the region.</p> <p>The 2015 Hornsby Ku-ring-gai Youth Forum was held on Tuesday 28 April. Participation was strong with a total of 12 high schools, 198 students, 30 teachers and 40 community partners in attendance. Incorporated in the program was a 3 hour professional development session for teachers on the topic 'Wisdom and the Teacher'.</p> <p>"Discobility 2015" is a significant event that responds to the need for enhanced local opportunities for young people with special needs (and their friends) to socialise. Some of the attendees have been involved with Discobility for many years and it is reassuring to see the progress towards independence they are making in their lives.</p> <p>The 2015 Seniors Festival was celebrated during March this year with over 30 individual events, activities and programs. Highlights of the festival included the Seniors Mayoral Awards, lunch in The Rocks, a harbour cruise, Come and Try Day at the Ku-ring-gai Fitness and Aquatic Centre, a garden party and harvest festival and historical tours. All events experienced high levels of utilisation and achieved a satisfaction rating of over 96%.</p>


## Operational Plan Tasks

Code	Description	Progress	Comments
C1.1.1.3.1	<p>Implement Youth Week program and annual Seniors Festival of events in cooperation with local community groups.</p> <p><b>Responsible Officer:</b> Manager Community Development</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Youth Week 2015 in Ku-ring-gai was celebrated with the staging of the following events:</p> <ul style="list-style-type: none"> <li>* Ku-ring-gai's Got Talent 2015 was held in partnership with local community organisations and provided an opportunity to showcase the talents of local young people. There were 30 contestants performing live over 2 nights with a number of special guest performers.</li> <li>* Shorefest 2015 was delivered in partnership with seven Northern Sydney Council's attracting over 1,000 young people and provided an opportunity for positive health messages to be communicated.</li> <li>* Hornsby Ku-ring-gai Youth Forum 2015 - The 4th Annual Hornsby Ku-ring-gai</li> </ul>



			<p>Youth Forum (held on Tuesday 28 April) was a success with a total of 12 high schools, 198 students, 30 teachers and 40 community partners in attendance. Incorporated into the program was a three hour professional development session for teachers on the topic 'Wisdom and the Teacher'.</p> <p>* Discobility 2015 - This important event responds to the identified need for enhanced local opportunities for young people with special needs (and their friends) to socialise. Some of the attendees have been involved with Discobility for many years and it is reassuring to see the progress towards independence they are making in their lives.</p> <p>The 2015 Seniors Festival was celebrated during March this year with over 30 individual events, activities and programs. Highlights of the festival included the Seniors Mayoral Awards, lunch in The Rocks, a harbour cruise, Come and Try Day at the Ku-ring-gai Fitness and Aquatic Centre, a garden party and harvest festival and historical tours. All events experienced high levels of utilisation and achieved a satisfaction rating of over 96%.</p>
--	--	--	--


### Critical Action

Code	Description	Progress	Comments
C1.1.1.4	<p>Identify funding gaps for program delivery and resource requirements.</p> <p><b>Responsible Officer:</b> Director Community</p>	<p> 100%</p>	<p>The 2014 Ku-ring-gai Community Grants Program was completed during the year with over \$94,000 distributed to local groups.</p> <p>Council, in cooperation with Northern Sydney Councils and NSW Department of Family and Community Services, organised the Collective Impact Forum which was attended by 57 people. The forum introduced participants to the Collective Impact framework with an emphasis on cross sector collaboration. It demonstrated, through case studies, various successful projects currently operating in our region. The next forum will seek to engage participants directly in exploring opportunities to address complex social issues collectively, identify leadership models that have been successful in driving change and consider approaches that can measure the impacts of this work directly on participants.</p>


### Key Achievements

Council, in cooperation with Northern Sydney Councils and NSW Department of Family and Community Services, organised the Collective Impact Forum which was attended by 57 people. The forum introduced participants to the Collective Impact framework with an emphasis on cross sector collaboration. It demonstrated, through case studies, various successful projects currently operating in our region. The next forum will seek to engage participants directly in exploring opportunities to address complex social issues collectively, identify leadership models that have been successful in driving change and consider approaches that can measure the impacts of this work directly on participants.

## Operational Plan Tasks

Code	Description	Progress	Comments
C1.1.1.4.1	Resource and support local initiatives and organisations through the Ku-ring-gai Community Grants program.  <i>Responsible Officer: Director Community</i>	 100%	The 2014 Ku-ring-gai Community Grants Program was completed during the year with over \$94,000 distributed to local groups. The range of volunteer organisations supported included children services, youth services, sporting groups, aged and disability services, and arts and cultural groups. Over 50 community groups attended the grants writing workshop conducted by Council.


## Term Achievement

Code	Description	Progress	Stakeholders	Council Role
C1.1.2	Access has increased for communities that face barriers to using social services and facilities.  <i>Responsible Officer: Director Community</i>		NSW Ageing Disability & Homecare, Northern Sydney Region of Councils, NSW Department of Community Services, Department of Family and Community Services, Department of Health, NSW Department of Health, NSW Department of Education and Communities, NSW Office of Communities - Youth, NSW Police, Local Community Groups	Facilitate, Deliver, Advocate

### **Comments**

All community programs are designed to achieve agreed accessibility objectives. A new Access and Disability Inclusion Plan has been completed and was adopted by Council in May 2015 following extensive community consultation. The plan incorporates contemporary access guidelines and statutory requirements.  
Progressing in accordance with Delivery Program - Year 2.

## Critical Action



Code	Description	Progress	Comments
C1.1.2.1	Develop and implement programs that respond to community needs and address a range of accessibility issues and alleviate social isolation.  <i>Responsible Officer: Director Community</i>	 100%	The Access and Disability Inclusion Plan was adopted by Council in May 2015 following an extended community consultation process. The Art Centre offered an array of different programs aimed at various skill levels, providing variety of experiences for the community. The centre provides wheelchair access ramps and disabled bathroom facilities and programs are inclusive and accessible for a large range of people. The Home Library Service continued to deliver valued and personal service to over 150 residents who are unable to visit the libraries but who value continued access to the library's information and recreation resources including books, talking books and DVDs. The Librarius service enabled residents to personally visit the libraries and speak directly with staff and to select their own material. This recognises their dignity and ability rather than focussing on any lack of physical ability.



## Key Achievements


- \* The Access and Disability Inclusion Plan was adopted by Council in May 2015 following an extended community consultation process.
- \* Implementation of improved access and disability inclusion directives within Council's Development Control Plan and Pedestrian Access and Mobility Plan.
- \* Successful completion of the KFAC Ability Program - an exercise based project utilising physiologists to provide a support service for children with a disability to access mainstream leisure facilities at the Ku-ring-gai Aquatic and Fitness Centre.
- \* Delivery of International Day of People with Disability in partnership with St Andrews Uniting, South Turramurra.
- \* Development of a Missed Business Brochure and animation in partnership with the Better Business and neighbouring councils.
- \* A new hearing loop was provided at Gordon Library.
- \* Supported local residents to address and alleviate a range of physical access barriers the local community.

## Operational Plan Tasks


Code	Description	Progress	Comments
C1.1.2.1.1	<p>Implement priority recommendations from Access Policy and Disability Discrimination Act Action Plan.</p> <p><b>Responsible Officer:</b> <i>Manager Community Development</i></p>	 100%	<p>The Access and Disability Inclusion Plan was adopted by Council in May 2015 following an extended community consultation process. To develop the Plan the following research activities and consultations have been completed:</p> <ul style="list-style-type: none"> <li>* review of new legislation, meetings with Local Government Association, NSW State Government officers and other Councils;</li> <li>* consultation with community providers, interested residents and plan placed on public exhibition for comment;</li> <li>* small group consultations with technical officers across council and briefings to senior management team and Councillors; and</li> <li>* review by an independent access consultant.</li> </ul> <p>The Ku-ring-gai Fitness and Aquatic Centre (KFAC) ability pilot program - an exercise based project utilising physiotherapists to provide a support service for children with a disability to access mainstream leisure facilities was successfully completed at the Ku-ring-gai Aquatic and Fitness Centre. This included 21 young people with disabilities who participated in the program and received support from exercise physiologists, who helped participants trial accessible leisure facilities at KFAC. Sessions included techniques to enter and exit pools, trial gym equipment, address barriers to access and most importantly have fun, build confidence and encourage young people to access KFAC independently.</p>
C1.1.2.1.2	<p>Deliver Home Library Service and Library bus service.</p> <p><b>Responsible Officer:</b> <i>Manager Library &amp; Cultural Services</i></p>	 100%	<p>Ku-ring-gai Home Library Service continued to select and deliver a fantastic selection of library resources to those residents unable to come into the library on a regular basis. Staff match resources to profiles of housebound borrowers and ensure a variety is offered for the literary, listening and viewing delights of over 150 community members. Relief staff are being trained in the Libraribus routes to enable this popular service to continue being delivered in times of absence such as annual leave. Three staff have volunteered to learn this task and our Libraribus community are enjoying the changing faces on their usual trips to the library and around the Ku-ring-gai area.</p>







## Term Achievement

Code	Description	Progress	Stakeholders	Council Role
C1.1.3	<p>Our community facilities are accessible and function as cultural hubs to attract a range of users.</p> <p><b>Responsible Officer:</b> Director Community</p>		NSW Ageing Disability & Homecare, Northern Sydney Region of Councils, NSW Department of Community Services, Department of Family and Community Services, Department of Health, NSW Department of Health, NSW Department of Education and Communities, NSW Office of Communities - Youth, NSW Police, Local Community Groups	Facilitate, Deliver, Lead
<b>Comments</b>				
<p>The Ku-ring-gai Fitness and Aquatic Centre was opened in October 2014, with the YMCA appointed as facility managers. The centre has been very busy since opening with over 170,000 visits recorded for the first 8 months. Specialist classes have been popular with approximately 1300 children enrolled in learn to swim classes and over 300 members in the PRYME aqua and fitness classes.</p> <p>Marian Street Theatre was closed due to unsafe operating conditions in 2013. A comprehensive feasibility study was undertaken in 2014 providing a sustainable management model and options for the refurbishment of the theatre. Council adopted a Direct Management model for the theatre and commenced a community consultation project that was completed in June 2015. The results of the consultation will be reported to Council, for a decision on whether a purpose built theatre should be incorporated in the master planning for the Gordon Cultural Centre, or funds be directed to the refurbishment of the Marian Street Theatre.</p> <p>A feasibility study has been completed for a new cultural/visitors facility at the Wildflower Garden.</p> <p>Delayed actions will be reviewed and progressed in the coming year - Year 2.</p>				


## Critical Action

Code	Description	Progress	Comments
C1.1.3.1	<p>Continue to enhance our community facilities.</p> <p><b>Responsible Officer:</b> Director Community</p>	 94%	<p>A number of significant upgrades at community venues were undertaken during the reporting period including a new music and public address system at the Ku-ring-gai Town Hall, a kitchen upgrade at the West Lindfield Community Hall, and new storage facilities were installed at the Gordon library meeting room. On-going improvements continue at the new Ku-ring-gai Fitness and Aquatic Centre, was opened in October 2014.</p>


## Operational Plan Tasks

Code	Description	Progress	Comments
C1.1.3.1.1	Implement Radio Frequency Identification throughout the Library system.  <i>Responsible Officer: Manager Library &amp; Cultural Services</i>	 100%	Completed previous reporting period.
C1.1.3.1.2	Complete Marian Street Theatre refurbishment.  <i>Responsible Officer: Manager Community &amp; Recreation Services</i>	 75%	<p>The public consultation on Marian Street Theatre is complete and Council is also working on a Cultural Plan for Ku ring gai with special emphasis on a possible cultural hub at the Gordon site. This work is under way and will come back to Council with a Report prior to December 2015.</p> <p>The Report will examine the overall issue of cultural development in Ku-ring-gai, the place of Marian Street going forward and the support of all of the groups involved in Drama, Music, Dance, Film, Art, Craft and the associated art forms.</p> <p><b>Reason</b></p> <p>The Task has not been completed due to the need to explore the rationale for a cultural centre as well as wider considerations and the future needs of cultural groups in Ku-ring-gai.</p> <p><b>Remedial Action</b></p> <p>The consultation to produce recommendations to Council on a Cultural Plan for the future including Marian Street is under way and will be completed by December 2015.</p>
C1.1.3.1.3	Complete fitout and organise opening for the Ku-ring-gai Fitness and Aquatic Centre with the YMCA.  <i>Responsible Officer: Manager Community &amp; Recreation Services</i>	 100%	Completed previous reporting period.
C1.1.3.1.4	Co-ordinate programming with YMCA to ensure a range of services and programs are provided for identified target groups.  <i>Responsible Officer: Manager Community &amp; Recreation Services</i>	 100%	Group fitness classes remained steady with approx 10 people per class with activities on offer such as: body pump, body combat, power box, pilates, yoga and Pryme life. Aqua classes such as aqua aerobics and pryme aqua continue to remain popular with 15 - 20 people attending per class. More sessions continued to be added to the timetable to cater for the demand and increase in memberships. The centre's swimming lesson enrolment numbers currently has 1361 members enrolled. Management have maintained the efficiency of the program by consolidating classes to ensure an 87% participation rate is achieved. The Royal Life Saving's adult learn to swim program concluded at the end of June. Due to the overwhelming success of the program, Royal Life have offered to subsidise an additional 50 positions for local residents. These sessions will commence in July.

## Critical Action

Code	Description	Progress	Comments
C1.1.3.2	Investigate opportunities for a local multipurpose cultural facility.  <i>Responsible Officer: Director Community</i>	 75%	A consultant was engaged to develop concept designs and a preferred business model for the Cultural and Environmental Education Centre at the Wildflower Garden. A number of preliminary concept designs were submitted and two preferred options are being further developed for council's consideration and approval.  <b>Reason</b> Project was delayed initially due to limited funding and resources.  <b>Remedial Action</b> Project is now under way and a Project Control Group has been established.

## Operational Plan Tasks

Code	Description	Progress	Comments
C1.1.3.2.1	Undertake a Feasibility Study and identify funding sources to progress the Wildflower Garden Cultural and Environmental Centre project.  <i>Responsible Officer: Manager Environment &amp; Sustainability</i>	 75%	A consultant was engaged to develop a concept design and preferred business model for the Cultural and Environmental Education Centre at the Wildflower Garden. A number of preliminary concept designs were recently submitted. The two preferred options are being further developed for Council's consideration and approval.  <b>Reason</b> Longer than anticipated timeframes to engage the successful consultant and to conduct the feasibility study has slightly delayed this project.  <b>Remedial Action</b> The feasibility study is due to be completed in the first quarter of 2015/2016.

**Issue:** Cultural diversity and creativity.

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

**Term Achievement**

Code	Description	Progress	Stakeholders	Council Role
C2.1.1	Ku-ring-gai's rich cultural diversity and creativity is celebrated through programs and events.  <i>Responsible Officer: Director Community</i>	<input checked="" type="checkbox"/>	NSW Community Relations Commission	Facilitate, Deliver
<b>Comments</b>				
<p>The Medieval Faire was held in September 2014 attracting over 12000 people across 2 days. The line-up of international jousts, and authentic re-enactments contributed to the success of the event which will be repeated in September 2015. The Medieval Faire was awarded the prestigious Parks and Leisure NSW events award in recognition of the success of an event in its first year.</p> <p>Other cultural celebrations included the 2015 Lunar New Year Celebration, International Women's Day, Harmony Day, and Children's Voices for Reconciliation, which were successfully completed in partnership with community organisations.</p> <p>Library services also delivered a range of events including Winter Warmers Week, author encounters, writers workshops and children's literacy programs.</p> <p>A range of communication methods, including social media and increased use of Council's web site were used to successfully promote events and to grow audience numbers.</p> <p>Progressing in accordance with Delivery Program - Year 2.</p>				



**Critical Action**

Code	Description	Progress	Comments
C2.1.1.1	Opportunities are identified, provided and promoted for the community to share cultural experiences.  <i>Responsible Officer: Director Community</i>	<input checked="" type="checkbox"/> 100%	<p>A diverse range of cultural experiences for the community were delivered or facilitated during the year. Highlights included:</p> <ul style="list-style-type: none"> <li>* Harmony Day 2015 was celebrated in April at the Secret Garden at Gordon library, in partnership with the Community Migrant Resource Centre and local community groups. Activities included various cultural performances, short films depicting Australia's cultural diversity, multicultural food and Chinese arts and crafts presentations.</li> <li>* The International Women's Day event was held in March at the Wildflower Garden and included guest speakers and multicultural performances. Over 190 people participated in the celebration which was run in partnership with the Community Migrant Resource Centre. Issues surrounding violence against women were explored by the guest speakers who all came from various cultural backgrounds, ages and Australian settlement experiences. 52 women also received Gems of Ku-ring-gai certificates in acknowledgement of their significant contribution to the local community.</li> <li>* Over 220 local young united to have their voices heard at our annual Children's Voices for Reconciliation Concert at Ravenswood School for Girls</li> </ul>




		<p>as part of the annual Guringai Festival. The master of ceremonies was Aboriginal singer, poet, didgeridoo master and educator Gumaroy Newman who expertly intertwined the theme of reconciliation with the performances by students consisting of music, poetry, and dance. The event was opened by the Mayor of Ku-ring-gai and emphasised the importance of young people's involvement as leaders in the process of reconciliation and their role in forging greater understanding between indigenous and non-indigenous Australians.</p> <p>* A Lunar New Year Celebration was also held at the Ku-ring-gai Town Hall in partnership with a number of organisations including the Community Migrant Resource Centre, Australian Asian Cultural Association, Ku ring gai Local Area Command NSW Police and Mission Australia. The event was attended by over 420 people during the day and involved multicultural performances, display stalls, theatre, games and exhibitions.</p> <p>* Chinese Parenting Education Workshops were conducted in association with the Community Migrant Resource Centre in Lindfield, covering areas such as study stress, teenage rebellion and depression.</p> <p>* The Art Centre successfully provided Ku-ring-gai local government area with a facility of excellence in course programming, events, workshops and accessibility. The Centre acts as an arts hub within the LGA to enhance community engagement within the arts and cultural arenas.</p> <p>* The Library continued to respond to the availability of information resources in a growing range of formats to provide members of the community with choice about how and where they access their information and recreation resources. The Local Studies archive has been consolidated into more secure storage and the team responds promptly to requests for information about the Ku-ring-gai area.</p> <p>The refurbished Gordon library continues to attract visitors of all ages to work and relax in comfortable and welcoming surrounds with ready access to knowledgeable and friendly staff and a wealth of resources.</p>
--	--	---

## Operational Plan Tasks

Code	Description	Progress	Comments
C2.1.1.1.1	Promote and support a range of cultural and national significant events through Council e.g. Reconciliation Week, International Women's Day, Refugee Week, Harmony Day.  <i>Responsible Officer: Director Community</i>	 100%	The 2015 Lunar New Year Celebration, International Women's Day, Harmony Day, Children's Voices for Reconciliation were successfully completed in partnership with a number of community organisations.
C2.1.1.1.2	Provide free access to a range of information and lending services including Local Studies.  <i>Responsible Officer: Manager Library &amp; Cultural Services</i>	 100%	During the period the Library continued to deliver a range of events including Winter Warmers Week, authors encounters, writers workshops, children's literacy programs and even a local school choir in the Secret Garden. Morning teas were held in the branches by our librarians and members of the borrowing community were able to ask questions and talk to staff about e-resources and other items of interest.  Our local Studies team consolidated our Archives collections in the library moving some of the more precious materials into the new art racks and compactus shelving in Gordon Stack area. This will improve access to several collections for members of the Ku-ring-gai community.

## Critical Action



Code	Description	Progress	Comments
C2.1.1.2	A program of cultural events is developed to celebrate our diversity.  <i>Responsible Officer: Director Community</i>	 100%	A comprehensive program of events was planned for the six month reporting period. Unfortunately one of Council's major events, the Australia Day celebrations, was cancelled due to bad weather. Council's other major free event during the period, the Festival on the Green, was also adversely affected by bad weather and a smaller scale event was presented under cover in its place. Council worked with various cultural groups in presenting other community events including International Women's Day, Harmony Day and Lunar New Year celebrations. Other key events delivered during 2014/2015 included Remembrance Day activities, Twilight concerts, the Medieval Faire and Harmony Day, which were very well attended. New promotion opportunities were trialled during 2014/2015 and social media usage continued to grow.

## Key Achievements


The Medieval Faire was awarded the prestigious Parks and Leisure NSW events award in recognition of the success of the event in its first year.



## Operational Plan Tasks

Code	Description	Progress	Comments
C2.1.1.2.1	<p>Develop and deliver a series of signature events at the St Ives Showground and Wildflower Garden.</p> <p><b>Responsible Officer:</b> <i>Manager Community &amp; Recreation Services</i></p>	 100%	<p>The program of major events continued with the Big Swing in March where the all-star line up included local resident Todd McKenny and James Morrison. Attendance was over 1200 with a solid start for a new event in the calendar.</p> <p>The Back To The 50s event, programmed and on sale for the 31st July and 1st August, is a celebration of food, fashion, dancing and bands.</p> <p>The second St Ives Medieval Faire is programmed and on sale for the 19th and 20th of September 2015 with re-enactors and the joust organised, The Event was awarded the Parks &amp; Leisure NSW award for Events as recognition of its success in its first year.</p> <p>The Wildflower Festival is being planned with the addition of a Sculpture walk and artist in residence for 2015.</p> <p>We are having increased interest from third parties for hiring the Showground for events including the Northside Riding Polo Day , Raw Challenge fun runs and for the Sydney Indian Curry Festival in 2016.</p>
C2.1.1.2.2	<p>Promote cultural events to whole community via Council's communication methods e.g. social media and website.</p> <p><b>Responsible Officer:</b> <i>Manager Corporate Communications</i></p>	 100%	<p>During 2014/2015 the following communication methods were used to successfully promote events. Efforts were also made during the year to grow our audience and improve engagement levels with our community. This included:</p> <p><b>Council's website:</b></p> <p>There was promotion of Council and community events through the major events section, the homepage and What's On calendar on the website during the period. Improvements were also made to the What's On website template including making it easier to select images and an auto archive function to manage expired content was introduced. Formatting improvements were also made where information about the event was placed on a more visible place on the page.</p> <p><b>Social media:</b></p> <p>During the reporting period promotion of upcoming Council events though Facebook (posted up to twice a day), twitter (multiple times per day), LinkedIn and instagram took place. From June 2014-Dec 2014 (6 months), Council partnered with NewsXtend to help boost ten Facebook posts a month, which was successful in increasing reach and engagement. This was used to promote key campaigns such as the Twilight concert, St Ives Medieval Faire and Wildflower and Garden Festival.</p> <p>Dedicated facebook pages for major events were also created during this time to help with targeted promotion.</p> <p><b>Facebook:</b></p> <p>Social media usage continues to grow and is a dominant communication</p>




			<p>channel. Over the six months period Council's Facebook likes increased to 6,094 (+33.2%) with 67, 189 engaged facebook users. We also manage a number of additional Facebook pages which target different members of the community and community services.</p> <p>During the period, Facebook pages were created for major events such as St Ives Medieval Faire, The Ku-ring-gai Big Swing and Back to the 50's. This included St Ives Medieval Faire- 5,144 likes; Ku-ring-gai Big Swing- 1,312 likes; Back to the 50's-972 likes.</p> <p>Twitter - Council's Twitter following grew to 1,850 and Loving Living Ku-ring-gai twitters 594.</p> <p>Instagram - Instagram, a photo sharing social platform, was also launched in June 2014. Since it launched our followers have grown to 347.</p> <p>LinkedIn - We also launched a Ku-ring-gai Council LinkedIn account on 1 Jan 2015, which allows job seekers, professionals in the industry and staff members to network and learn about what's happening at Council. It has also been used to promote post event milestones. During this period our followers have grown to 436.</p> <p>E-newsletters - Council sent out its monthly Ku-ring-gai E-news to the community promoting upcoming events and added the sign up option to all event forms on our website and surveys which has led to an increase in subscribers. Over the year there was an increase in Ku-ring-gai E-news subscribers to 7,716 (+12%).</p> <p><b>Digital:</b></p> <p>For six months (June 2014-December 2014) Council partnered with NewXtend which offered targeted mobile, desktop display advertisements across the NewsCorp network of websites and other top tier websites (as well as Facebook). Month long campaigns were adopted to promote St Ives Medieval Faire and the opening of Ku-ring-gai Fitness and Aquatic Centre. Key digital statistics over the six months were 1 million + display impressions across participating website and 2,327 + display clicks. There was an average click through rate of 0.02% (average government click through rate 0.01%).</p>
C2.1.1.2.3	<p>Promote opportunities for cultural groups to stage events consistent with Council's Sponsorship policy.</p> <p><b>Responsible Officer:</b> Director Community</p>	<p> 100%</p>	<p>Council approved a total of \$56,000 sponsorship for a number of recipients during 2014/2015 providing the opportunity for organisations to present successful events or programs. This included the Wahroonga Food and Wine Festival, the St Ives Food and Wine Festival, the Special Olympics, United Nations Peace Day, Ku-ring-gai Philharmonic Orchestra, Carols in the Park, The Welcome Basket, Bobbin Head Cycle Classic, Annual Men's Lawn Bowl Inter Club Finals and Ku-ring-gai Art Prize.</p>


**Issue:** Community participation.

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



**Term Achievement**

Code	Description	Progress	Stakeholders	Council Role
C3.1.1	Our community is engaged in shaping the identity of their local areas and feel secure and socially connected.  <i>Responsible Officer: Director Community</i>		Office of Local Government, Local Community Groups, Northern Sydney Volunteer Network, NSW Commission for Children and Young People	Lead
<b>Comments</b>				
<p>A range of community events and programs that encourage increased social interaction and participation have been delivered throughout the year, with over 51,000 people attending a total of 294 events. Programs targeting specific audiences have been very successful, in particular the seniors week programs and youth events, as have the larger community events such as the popular Festival on the Green and the Festival of the Wildflowers. The Medieval Faire was a successful first time event, and Council also sponsored food and wine festivals through the year. Other highlights included a series of environmental education programs, art centre exhibitions, community concerts, Wildflower Garden and Visitor Centre programs, Australia Day Citizenship ceremonies and Centenary of Anzac. Partnerships have been established with other community organisations such as the Ku-ring-gai Youth Development Service, the Ku-ring-gai Police and the Community Safety Committee to present a range of community forums throughout the year.</p> <p>Progressing in accordance with Delivery Program – Year 2.</p>				


**Critical Action**

Code	Description	Progress	Comments
C3.1.1.1	Enhance opportunities for social interaction to foster participation and encourage a sense of pride in the community.  <i>Responsible Officer: Director Community</i>	 100%	Council presented a comprehensive and highly regarded event calendar during 2014/2015 with community events and programs focussing on increased social interaction and participation, with nearly 51,000 people attending 294 events. Highlights included the successful environmental education programs, art centre exhibitions, community concerts and programs, Wildflower Garden and Visitor Centre programs, Festival on the Green, Australia Day Citizenship ceremony and Centenary of Anzac. Other successful events during the 2014/2015 year included the Medieval Faire and Mayor's Christmas volunteers function.


## Operational Plan Tasks

Code	Description	Progress	Comments
C3.1.1.1.1	<p>Deliver programs for residents e.g. Citizenship ceremonies, Welcome Basket Morning Tea, Australia Day, Festival on the Green, Music in the Park.</p> <p><b>Responsible Officer:</b> <i>Manager Corporate Communications</i></p>	<p> 100%</p>	<p>Citizenship ceremonies were held monthly excluding September with over 80 people naturalised at each ceremony and their family also invited. Over 3000 people attend each year.</p> <p>A successful Twilight concert was held in October starring Darren Percival, from the Channel 9 ratings blockbuster 'The Voice', backed up by the High Roller Big Band with an audience of over 4000 people. The popular Wahroonga Food and Wine Festival was back for a second year, also held in October and supported by Council with over 7000 people attending.</p> <p><b>Australia Day</b></p> <p>A full and festive program was planned for Australia Day with a concert and fireworks to begin after the citizenship ceremony. Unfortunately the concert and fireworks had components of the program had to be cancelled due to increasingly bad weather on the day.</p> <p><b>Festival on the Green - 3 May 2015</b></p> <p>Heavy rain in the lead up to, and on the day of the event, forced the cancellation of some components of the Festival, however the event was still able to go ahead with most activities moved indoors into the St Ives Community Hall and St Ives Shopping Village.</p> <p>Hundreds of community members turned out to watch school and community groups perform, as well as the popular ABC children's act Lah-Lah, while St Ives Shopping Village enjoyed the largest crowds it has seen in a long time with roving performers, free face-painting, a circus workshop, an animal farm and colouring-in competitions hosted in the venue.</p>
C3.1.1.1.2	<p>Promote and deliver a program of civic awards including Australia Day Awards, Community competitions and Mayoral awards.</p> <p><b>Responsible Officer:</b> <i>Director Community</i></p>	<p> 100%</p>	<p>Awards and competitions held during 2014/2015 included a Mayoral volunteer function held in December 2014 and a community photo competition with over 100% increase in entries over the previous year. Organisation for the Australia Day Awards was also completed for presentation on Australia Day, in 2015.</p>


## Critical Action

Code	Description	Progress	Comments
C3.1.1.2	<p>Facilitate and promote community safety and social initiatives.</p> <p><b>Responsible Officer:</b> <i>Director Community</i></p>	<p> 100%</p>	<p>A range of local community safety and social initiatives were successfully supported and facilitated during the period focussed on young people driving skills, graffiti removal from private property and neighbourhood watch.</p>

## Operational Plan Tasks

Code	Description	Progress	Comments
C3.1.1.2.1	<p>Resource and support local community safety initiatives e.g. Eyewatch, Neighbourhood Watch, safety expo's and seminars etc.</p> <p><b>Responsible Officer:</b> Director Community</p>	 100%	<p>Local community safety initiatives continued to be supported during the period. This included conducting three workshops ' Parent Survival Strategies for Teaching Young Drivers' in cooperation with the Ku-ring-gai Police &amp; Community Safety Committee and Ku-ring-gai Local area Command. The forums were attended by over 150 parents and young people and achieved a satisfaction rating of over 95%.</p> <p>Council continued to work in partnership with the Rotary Club of Turramurra, Lindfield and St Ives in graffiti removal from private property including support for special graffiti blitz days involving local community members. Council also supported a number of Neighbourhood Watch Groups in Ku-ring-gai to print newsletters for distribution to local residents and business.</p>

## Term Achievement


Code	Description	Progress	Stakeholders	Council Role
C3.1.2	<p>Volunteers are valued, recognised and supported in providing services to the community.</p> <p><b>Responsible Officer:</b> Director Community</p>		Local Community Groups, Northern Sydney Volunteer Network	Facilitate

### Comments

Council delivered a comprehensive program of training, support and recognition for volunteers in conjunction with volunteer agencies and organisations. Volunteer referrals to Home and Community Services (HACC) continued to be very strong this year, resulting in new volunteers for a number of local services. Volunteering for Bushcare, Streetcare and Parkcare continued to be strong. Volunteers were recognised for their contribution to the community through a number of celebrations including the annual Volunteers Thank You Luncheon for International Volunteer Day, and Volunteer Award ceremonies. Some delayed policy review work will be addressed in the 2015/2016 year.

Progressing in accordance with Delivery Program – Year 2.




## Critical Action

Code	Description	Progress	Comments
C3.1.2.1	<p>Volunteer programs are developed and implemented across the local government area.</p> <p><b>Responsible Officer:</b> Director Community</p>	 100%	<p>Volunteer referrals to Home and Community Services (HACC) continued to be very strong this year, resulting in new volunteers for services such as Meals on Wheels, Easy Care Gardening and other social support programs run by Ku-ring-gai Neighbourhood Centre and Lifeline. Throughout the year there were over 400 enquiries and referrals to Home and Community Care (HACC) volunteer services. Volunteers were given training in Dementia Awareness, Boundaries for Volunteers, Enablement Practice, Manual Handling and the new Commonwealth Home Support Program (CHSP). Volunteers are recognised for their contribution to the community through a number of</p>




			<p>celebrations including the annual Volunteers Thank You Luncheon for International Volunteer Day, and Volunteer Award ceremonies.</p> <p>There are currently 714 active Bushcare, Streetcare and Parkcare volunteers, contributing over 12,000 volunteer hours per annum. These volunteers conduct bush regeneration activities at 122 Bushcare sites, 35 Streetcare sites and 8 Parkcare sites. Events held over this period included a bus tour of Council's ecological sites, a series of conveners' forums and conservation genetics talks and Bushcare workshops.</p>
--	--	--	--

### Operational Plan Tasks



Code	Description	Progress	Comments
C3.1.2.1.1	<p>Facilitate new opportunities for volunteering by the community to achieve community goals.</p> <p><b>Responsible Officer:</b> <i>Manager Community Development</i></p>	 100%	<p>During the reporting period there were 267 enquiries and 163 referrals to Home and Community Care (HACC) volunteer services. These included Meals on Wheels, Easy Care Gardening and other social support programs run by Ku-ring-gai Neighbourhood Centre and Lifeline. Volunteers were given training in Dementia Awareness, Boundaries for Volunteers, Enablement Practice, Manual Handling and the new Commonwealth Home Support Program (CHSP). In all, 187 volunteers attended these sessions, with an average 95% satisfaction recorded in evaluations conducted after each session. Residents were encouraged to participate in volunteering through a series of Volunteer Q &amp; A sessions in Ku-ring-gai libraries, and Volunteer Information sessions in Ku-ring-gai and Hornsby. The Ku-ring-gai Hornsby Volunteer Coordinator attended events including the Volunteer Expo and Wildflower Garden Festival to raise awareness of volunteering opportunities in the local community. A booklet entitled "A celebration of community volunteering in Northern Sydney" was produced and distributed to inspire participation in volunteering and volunteers were honoured at a volunteer thank you luncheon.</p>
C3.1.2.1.2	<p>Provide resources and support funding through grants programs.</p> <p><b>Responsible Officer:</b> <i>Director Community</i></p>	 100%	<p>Completed previous reporting period.</p>
C3.1.2.1.3	<p>Implement Bushcare and Streetcare programs.</p> <p><b>Responsible Officer:</b> <i>Manager Environment &amp; Sustainability</i></p>	 100%	<p>There are currently 714 active Bushcare, Streetcare and Parkcare volunteers, contributing over 12,000 volunteer hours per annum. These volunteers conduct bush regeneration activities at 122 Bushcare sites, 35 Streetcare sites and 8 Parkcare sites. Events held over this period included a bus tour of Council's ecological sites (18 attendees), a thank you morning tea (64 attendees), a conveners' forum (32 attendees), a conservation genetics talk (25 attendees) and two introduction to Bushcare and WHS workshops (12 attendees).</p>



## Critical Action

Code	Description	Progress	Comments
C3.1.2.2	<p>Volunteers are supported through training and participation.</p> <p><b>Responsible Officer:</b> Director Community</p>	 88%	<p>Comprehensive training and support continued to be provided to volunteers and volunteer organisations during the reporting period. A review of Council's established Volunteer Management process was delayed due to other competing priorities for staff resources.</p> <p><b>Reason</b></p> <p>The review of Council's established Volunteer Management process was delayed due to other competing priorities for staff resources.</p> <p><b>Remedial Action</b></p> <p>It is anticipated that this task will be completed in the first six months of 2015/2016. A task to complete this review is proposed to be included in Council's 2015/2016 Operational Plan.</p>

## Operational Plan Tasks

Code	Description	Progress	Comments
C3.1.2.2.1	<p>Develop Council wide volunteer management processes.</p> <p><b>Responsible Officer:</b> Manager People &amp; Culture</p>	 75%	<p>A volunteer management process has previously been established and is on Council's intranet (Kasey). A Manager's guide to volunteers is available and links to other relevant information are provided. This process and supporting documentation is currently under review.</p> <p><b>Reason</b></p> <p>The review of Council's established Volunteer Management process was delayed due to other competing priorities for staff resources.</p> <p><b>Remedial Action</b></p> <p>It is anticipated that this task will be completed in the first six months of 2015/2016. A task to complete this review is proposed to be included in Council's 2015/2016 Operational Plan.</p>
C3.1.2.2.2	<p>Provide training and support for volunteers and volunteer organisations.</p> <p><b>Responsible Officer:</b> Manager Community Development</p>	 100%	<p>Volunteers were trained in Dementia Awareness, Boundaries for Volunteers, Enablement Practice, Manual Handling and the new Commonwealth Home Support Program (CHSP). A total of 187 volunteers attended these sessions, with an average 95% satisfaction. In order to help Volunteer Coordinators provide the best workplace for volunteers, KHVS collaborated to present the 2014 Regional HACC Volunteer Coordinators Forum which was attended by 21 Hornsby Ku-ring-gai Volunteer Coordinators. In addition, quarterly meetings were held for information sharing and discussion on DSS funding changes, the My Aged Care website and transition to CHSP program, and volunteer management. A survey of participating Home and Community Care organisations sought feedback and suggestions for future topics.</p>

## Critical Action

Code	Description	Progress	Comments
C3.1.2.3	Volunteers are recognised for their contribution to the local community.  <i>Responsible Officer: Director Community</i>	<input checked="" type="checkbox"/> 100%	During the reporting period volunteers across the region were recognised for their efforts through a number of award and celebratory events.


## Operational Plan Tasks

Code	Description	Progress	Comments
C3.1.2.3.1	Volunteers are recognised and rewarded for their efforts.  <i>Responsible Officer: Manager Community Development</i>	<input checked="" type="checkbox"/> 100%	<p>During the reporting period the Ku-ring-gai/ Hornsby Volunteer Service (KHVS) collaborated with the NSW Centre for Volunteering to present the 2014 Volunteer of the Year Awards ceremonies for the Northern Sydney and North Western Sydney areas. Over 300 community volunteers attended the two award ceremonies and all HACC volunteers were given a 2015 diary and calendar. Pens were also given to volunteers at volunteer training days and other events, to acknowledge their contribution to our community. Volunteers were thanked through events such as a morning tea on International Volunteers Day, which was attended by 98 volunteers, a volunteer lunch on International Volunteers Day, attended by 33 volunteers, a "Munchies and Movie night", attended by 250 volunteers and the Ku-ring-gai Meals on Wheels Volunteer Appreciation Celebration, which honoured 163 volunteers who have devoted between 10 and 40 years to Meals on Wheels. The events were attended by Councillors as well as Federal and State elected representatives. Certificates of appreciation for length of service were also presented to all the deserving participants.</p> <p>During International Women's Day 2015 Council recognised volunteers in the community through the Gems of Ku-ring-gai Awards including a luncheon, gifts and entertainment.</p>

**Issue:** Health lifestyles.

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


**Term Achievement**

Code	Description	Progress	Stakeholders	Council Role
C4.1.1	A range of cultural, recreational and leisure facilities and activities are available to encourage social interaction and stimulate everyday wellbeing.  <i>Responsible Officer: Director Community</i>		NSW Office of Communities, NSW Sport and Recreation, Local Sporting - Recreation and Cultural Organisations, Community Groups	Facilitate, Deliver, Lead




**Comments**

Council's commitment to health and well being in the community has been strengthened this year with the opening of the Ku-ring-gai Fitness and Aquatic Centre in October 2014. The Active Ku-ring-gai program has expanded this year to include walking groups in partnership with the Heart Foundation resulting in a significant increase in participation in the program that also includes Pilates, Gym Without Walls, Social Tennis, Yoga and Tai Chi.  
Progressing in accordance with Delivery Program – Year 2.

**Critical Action**

Code	Description	Progress	Comments
C4.1.1.1	Programs are delivered in collaboration with agencies and partners to encourage healthy and active lifestyles.  <i>Responsible Officer: Director Community</i>	 92%	Council's collaboration with local partners and associations has continued throughout the reporting period with the highlight being record participation in programs at the Ku-ring-gai Fitness and Aquatic Centre. The centre offers a wide range of aquatic and gym programs including aqua aerobics and PrYme fitness sessions.  The Active Ku-ring-gai program has expanded to include walking groups in partnership with the Heart Foundation. Overall numbers in this program have increased due to the popularity and success of the walking groups.


## Operational Plan Tasks

Code	Description	Progress	Comments
C4.1.1.1.1	<p>Develop and deliver Active Ku-ring-gai programs to support the community to lead healthy lifestyles.</p> <p><b>Responsible Officer:</b> <i>Manager Community &amp; Recreation Services</i></p>	 100%	<p>The Active Ku-ring-gai term program had 291 registrations (term 1) and 267 (term 2) registrations in 2015 across a variety of programs such as: Pilates, Gym Without Walls, Yoga, Tai Chi and Walking. Overall, numbers have slightly increased from 2014 last due to increased interest in Walking Groups, Tai Chi and Pilates programs. Social Tennis, Yoga and Gym Without Walls numbers have slightly decreased but still have consistent numbers. Holiday programs continue to be offered to school aged kids 5-12 years. Active Kids multi sport program had an average of 17 children per day in the winter version of the program whilst Junior Golf was very popular with the 2nd week being at maximum capacity with 10 - 15 children attending per day. Future programs will focus on the ageing population and the school holiday program is looking to further expand with a greater variety of activities on offer throughout these periods.</p>
C4.1.1.1.2	<p>Develop and implement sports programs in co-operation with local sporting clubs and providers.</p> <p><b>Responsible Officer:</b> <i>Manager Community &amp; Recreation Services</i></p>	 100%	<p>During the reporting period winter sports commenced for all winter clubs, associations and schools. Soccer continues to have a strong demand in the local government area with the Northern Suburbs Football Association having registered 16,000 participants this season. A new winter Rugby League Club was introduced in the area called Ku-ring-gai Cubs which fielded 3 teams (U/6, U/8, U/10) with their home ground at Barra Brui Oval. Charles Bean Synthetic Sportsground continues to be very popular over the winter season particularly due to the impacts of weather and other grounds being closed.</p> <p>Council projects underway include the upgrade of Koola Park (installation of floodlighting, renovation of the sportsfields, irrigation and sub-soil drainage installation) which is set to close in July. Alternative arrangements have been made for the stakeholders of this ground so the remainder of the winter season can be accommodated both in terms of training and competition.</p>
C4.1.1.1.3	<p>Review Unstructured Recreational Strategy and implement priority actions.</p> <p><b>Responsible Officer:</b> <i>Manager Environment &amp; Sustainability</i></p>	 75%	<p>Many of the priority actions in the current Unstructured Recreational Strategy have been undertaken, including accurate walking track mapping, the provision of new walking track links, the distribution of walking track maps, the provision of improved directional / interpretive signage in recreational areas, the installation and enforcement of regulatory signage at tracks and trail heads, education and awareness campaigns on 'picking up your pet, the construction and maintenance of Jubes Mountain Bike track, the completion of line markings, sign posting and resurfacing for 9km of new cycle ways and the Little Blue Gum Creek (wheelchair-accessible) Track.</p> <p>An evaluation of the current Strategy has been completed and a list of recommendations developed for the revised Strategy. The recommendations focus on enhancing the capacity of our current unstructured recreational activities in line with environmental, economic and social benefits. In particular a risk/impact rating system for unstructured recreational activities has been proposed to objectively measure and inform decision making. The recommendation supports a holistic approach to activity provision by</p>




			<p>considering the local, regional, and state context.</p> <p><b>Reason</b></p> <p>A staff vacancy earlier in the year delayed initiation of this review.</p> <p><b>Remedial Action</b></p> <p>A Task to complete this review has been included in Council's adopted 2015/2016 Operational Plan.</p>
--	--	--	--

**Term Achievement**

Code	Description	Progress	Stakeholders	Council Role
C4.1.2	<p>New and enhanced open space and recreational facilities have been delivered to increase community use and enjoyment.</p> <p><b>Responsible Officer:</b> Director Strategy &amp; Environment</p>		NSW Office of Communities, NSW Sport and Recreation, Local Sporting - Recreation and Cultural Organisations, Community Groups	Deliver, Lead






Comments
<p>The property acquisition program was completed for future open space and new road linkages in Lindfield, as part of the revitalisation of the Lindfield Local Centre. Council received industry recognition from the Planning Institute Australia winning an award for the Ku-ring-gai Open Space Acquisition Program.</p> <p>Progressing in accordance with Delivery Program - Year 2.</p>

**Critical Action**

Code	Description	Progress	Comments
C4.1.2.1	<p>Continue to deliver the objectives of Council's Open Space Strategy and Open Space Acquisition Strategy.</p> <p><b>Responsible Officer:</b> Director Strategy &amp; Environment</p>	 100%	<p>During the reporting period work has been undertaken to progress prime locations for new parks within the Lindfield Community Hub and Turramurra Community Hub for inclusion into the master plans. Consultants have completed concept designs for the Lindfield Village Green with a preferred option identified by Councillors and the community.</p> <p>In the Turramurra local centre design consultants have produced options for the area of land between Ray Street and William Street, which include proposals for new parkland and a civic space.</p> <p>The concept plan for Carcoola Park has been publicly exhibited and design construction is programmed for 2015/2016, along with the construction of Cameron Park for which a construction tender has been awarded.</p>

Key Achievements
<p>Council received industry recognition from the Planning Institute Australia winning an award for the Ku-ring-gai Open Space Acquisition Programme.</p> <p>Council is incorporating new open space areas in the revitalisation of Lindfield and Turramurra local centres.</p>

## Operational Plan Tasks

Code	Description	Progress	Comments
C4.1.2.1.1	Undertake acquisitions for new parks.  <b>Responsible Officer:</b> <i>Manager Integrated Planning Property &amp; Assets</i>	 100%	Completed previous reporting period.
C4.1.2.1.2	Undertake assessment and identify locations for new parks.  <b>Responsible Officer:</b> <i>Manager Urban Planning</i>	 100%	Four potential park locations have been identified as part of the development options for the Lindfield Community Hub. The options were on public exhibition during April and May 2015. Assessment is currently under way to determine the preferred location  A draft master plan for the Turrumurra Community Hub is currently under preparation and proposes a number of new public parks and civic spaces. The Master plan will be exhibited for public comment.
C4.1.2.1.3	Complete the design for identified parks and include design principles which facilitate passive recreation activities.  <b>Responsible Officer:</b> <i>Manager Urban Planning</i>	 100%	This Task progressed to schedule during the period including: * Three alternative concept designs developed for the Lindfield Village Green; these were exhibited for public comment during April and May 2015 and Council adopted a preferred option on 9 June 2015. * Four concept designs were produced for a new park on the western side of Lindfield associated with the Lindfield Community hub. These were exhibited for public comment during April and May 2015. Assessment of the options is currently under way. * Concept designs are currently being prepared for a new park and town square in Turrumurra associated with the Turrumurra Community Hub.
C4.1.2.1.4	Construct parks at identified locations and include design principles which facilitate passive recreation activities.  <b>Responsible Officer:</b> <i>Manager Open Space Projects</i>	 100%	The concept plan for Carcoola Park was exhibited to local residents during the reporting period and was subsequently adopted by Council. Design documentation is nearing completion and the construction works shall be tendered early in 2015/2016.  Tenders for the Cameron Park extension have been awarded.
C4.1.2.1.5	Commence preparation of a master plan for a regional park and recreation space at Gordon Golf Course.  <b>Responsible Officer:</b> <i>Director Operations</i>	 0%	Prior to the commencement of the preparation of a masterplan Council resolved to undertake a program of community consultation. During the reporting period all pre-masterplanning consultation was completed. This included four workshops held with interested members of the community, 400 randomly selected telephone surveys across the Ku-ring-gai community, stakeholder meetings with Gordon Golf Club, opportunities for the community to provide comments through 'Have your say' pages on Council's website and availability of online and hard copy surveys. Outcomes of the consultation will be reported to Council in early 2015/2016.  <b>Reason</b>  Work on this Task could not commence until all pre-master planning consultation was completed.






			<b>Remedial Action</b>
A Task to complete this work is included in the 2015/2016 Operational Plan.			

**Issue:** Community health and safety.

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


**Term Achievement**

Code	Description	Progress	Stakeholders	Council Role
C5.1.1	Our residents and visitors enjoy clean, safe, friendly and vibrant neighbourhoods.  <i>Responsible Officer: Director Development &amp; Regulation</i>		NSW Police, Emergency Management Agencies, Licensees, Businesses, Youth Organisations, Schools	Facilitate, Deliver, Lead



**Comments**

All established public health and safety programs and regulatory services provided by Council achieved set outcomes for the community during 2014/2015. A policy for Crime Prevention Through Environmental Design (CPTED) will be progressed in 2015/2016.  
Delayed actions will be reviewed and progressed in the coming year - Year 2.


**Critical Action**

Code	Description	Progress	Comments
C5.1.1.1	Implement accessibility improvement actions from the Pedestrian Access and Mobility Plan Policy (PAMP) and Crime Prevention Through Environmental Design (CPTED) principles.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 50%	A draft Pedestrian Access and Mobility Plan (PAMP) policy has been prepared and a Crime Prevention Through Environmental Design (CPTED) policy is nearing completion. Principles in the CPTED policy are being incorporated into all designs and environmental assessments. <b>Reason</b> Competing demands on available resources has delayed the completion of the CPTED policy. <b>Remedial Action</b> The policy is scheduled for completion in 2015/2016. A task to implement the policy is included in Council's adopted 2015/2016 Operational Plan.

## Operational Plan Tasks

Code	Description	Progress	Comments
C5.1.1.1.1	<p>Develop Crime Prevention Through Environmental Design (CPTED) Policy in consultation with internal and external stakeholders and the community.</p> <p><b>Responsible Officer:</b> <i>Manager Strategic Projects</i></p>	 50%	<p>A draft PAMP policy has been prepared and a CPTED policy is nearing completion by external consultants. Provisions in the CPTED policy have been tested on active Council projects and the results are presently being reviewed.</p> <p><b>Reason</b></p> <p>Competing demands on available resources has delayed the completion of the CPTED policy.</p> <p><b>Remedial Action</b></p> <p>The policy is scheduled for completion in 2015/2016. A Task to implement the policy is included in Council's adopted 2015/2016 Operational Plan.</p>
C5.1.1.1.2	<p>Implement recommendations of Crime Prevention Through Environmental Design (CPTED) Policy at priority locations.</p> <p><b>Responsible Officer:</b> <i>Manager Strategic Projects</i></p>	 50%	<p>Although a formal policy is yet to be finalised, the guiding principles are being incorporated into all designs and environmental assessments.</p> <p><b>Reason</b></p> <p>Competing demands on available resources has delayed the completion of the CPTED policy.</p> <p><b>Remedial Action</b></p> <p>The policy is scheduled for completion in 2015/2016. A task to implement the policy is included in Council's adopted 2015/2016 Operational Plan.</p>






## Critical Action



Code	Description	Progress	Comments
C5.1.1.2	<p>Implement programs to manage risks and impacts on public health and safety</p> <p><b>Responsible Officer:</b> <i>Director Development &amp; Regulation</i></p>	 99%	<p>All public health and safety programs were completed in accordance with relevant legislation and regulations.</p>

## Key Achievements

All 376 food premises within the Ku-ring-gai local government area were inspected to ensure compliance with NSW Food Authority guidelines with warning letters and notices issued relating to non-compliance with the Food Act. Council officers also responded to the national recall of frozen berries, visiting all supermarkets within the area to ensure that all goods had been removed from sale. Educational material was also distributed to food premises focussed on how to manage the risk of food born disease from raw egg.

## Operational Plan Tasks


Code	Description	Progress	Comments
C5.1.1.2.1	<p>Implement Council's adopted Companion Animals Management Plan 2011-2016.</p> <p><b>Responsible Officer:</b> <i>Manager Compliance &amp; Regulation</i></p>	 100%	<p>The Companion Animal Management Plan 2011–2016 has undergone its second review, and numerous actions have been completed or are in the process of being completed. Overall there were 677 companion animal related requests made for the year 2014/2015. This is similar to the previous year which had 681 requests. Ku-ring-gai hosted a successful Dogs Day Out event at the St Ives Showground during the year. Over 2500 people and 500 dogs attended the event, and there were 40 stall holders present. The educational message at the event was “love and leash your dog” which promoted dogs being on leash everywhere unless in a designated off leash area.</p>
C5.1.1.2.2	<p>Ensure all public buildings and multi-occupancy residential buildings are compliant with Council's Annual Fire Safety Program.</p> <p><b>Responsible Officer:</b> <i>Manager Compliance &amp; Regulation</i></p>	 91%	<p>Annual Fire Safety Statements received for the period is 378 which is over 90% of due statements received. Council has sent reminders or letters to 37 applicants to discuss the issues and a supplementary statement is required. Outstanding statements have been reviewed with various actions taken.</p>
C5.1.1.2.3	<p>Respond promptly to breaches of environmental and construction standards and take appropriate regulatory action.</p> <p><b>Responsible Officer:</b> <i>Manager Compliance &amp; Regulation</i></p>	 100%	<p>Council has responded to breaches of approvals by issuing 82 Penalty Infringement Notices which equals \$173,940. The main breaches on building sites included - working out of hours, pollute waters and sediment &amp; erosion controls, non compliance with approved plans, tree protection measures and site safety fencing.</p>
C5.1.1.2.4	<p>Undertake mandatory inspections of swimming pools as prescribed under legislation and in accordance with Council's Swimming Pool Barrier inspection Policy.</p> <p><b>Responsible Officer:</b> <i>Manager Compliance &amp; Regulation</i></p>	 100%	<p>Swimming pool barrier compliance continues to be an ongoing regulatory function. This is undertaken on a pro-active basis by Council's Building Surveyors when inspecting premises as part of their building certification role, investigating concerns raised by the public and inspecting applications for swimming pool barriers. Since the NSW Swimming pool register was created by the Office of Local Government in April 2013 Council has received 806 applications to inspect swimming pool barriers with 238 at various stages of compliance action. Council has 14,091 swimming pools and spas and 466 Certificates of Compliance has been issued.</p>
C5.1.1.2.5	<p>Implement food safety protection programs in accordance with joint NSW Food Authority &amp; Council agreement.</p> <p><b>Responsible Officer:</b> <i>Manager Compliance &amp; Regulation</i></p>	 100%	<p>Inspection of food preparation premises within Ku-ring-gai was carried out in accordance with NSW Food Authority requirements. Relevant enforcement action including warning letters, improvement notices and penalty infringement notices was taken as appropriate with an aim to improve compliance levels to help protect public health and safety in Ku-ring-gai. Officers worked collaboratively with the NSW Food Authority at both regional and state group levels and responded to specific local service requests including assistance with the national berry recall. Officers implemented an education program for high risk food premises on the preparation of raw egg products. This action was taken in light of NSW Food Authority concerns over increasing trends in Salmonella outbreaks in food establishments in NSW.</p>

C5.1.1.2.6	Ensure register of regulated systems and premises is updated and current.  <b>Responsible Officer:</b> <i>Manager Compliance &amp; Regulation</i>	 100%	The register of regulated systems and premises is up to date and current.
C5.1.1.2.7	Implement education program associated with Council's Abandoned Shopping Trolley Policy.  <b>Responsible Officer:</b> <i>Director Development &amp; Regulation</i>	 100%	Generally the management of shopping trolleys is satisfactory with collection contracts in place to recover reported abandon trolleys, together with proactive patrols. The relocation of the shopping trolley storage bay from main entry of St Ives Shopping Centre is now complete.


**Issue:** Housing choice and affordability.

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




### Term Achievement

Code	Description	Progress	Stakeholders	Council Role
C6.1.1	Council's planning approach to the provision of housing across Ku-ring-gai addresses the supply, choice and affordability needs of the community.  <b>Responsible Officer:</b> <i>Director Strategy &amp; Environment</i>		Residents, Department of Family and Community Services, Housing NSW, NSW Ageing Disability & Homecare, Department of Planning and Environment, Building and Development Industry, Community Groups	Facilitate, Deliver, Advocate, Lead
<b>Comments</b>				
Opportunities were investigated for potential public private partnerships to provide diverse and affordable housing on suitable Council landholdings. Further feasibility analysis will be undertaken for the Lindfield Community Hub and the Lindfield Library site. Progressing in accordance with Delivery Program - Year 2.				


### Critical Action

Code	Description	Progress	Comments
C6.1.1.1	Investigate opportunities/locations to provide a range of housing choices.  <b>Responsible Officer:</b> <i>Director Strategy &amp; Environment</i>	 92%	Investigation of appropriate housing choice provision continued for the Lindfield Community Hub site, Ray Street, Turramurra precinct and the Lindfield Library site.
<b>Key Achievements</b>			
Council's planning approach to the provision of housing across Ku-ring-gai addresses the supply, choice and affordability needs of the community via the Local Centres master planning process.			


## Operational Plan Tasks

Code	Description	Progress	Comments
C6.1.1.1.1	Undertake review of Council properties with the ability to provide alternative housing choices.  <i>Responsible Officer: Manager Urban Planning</i>	 100%	Investigation of appropriate housing choice provision continued for the Lindfield Community Hub site, Ray Street, Turramurra precinct and the Lindfield Library site.
C6.1.1.1.2	Analyse Council land holdings available for potential development.  <i>Responsible Officer: Manager Urban Planning</i>	 100%	Council land holdings are being reviewed as part of the master planning for Lindfield Hub, Lindfield Library site and Turramurra Hub.
C6.1.1.1.3	Identify locations and undertake pre-feasibility studies.  <i>Responsible Officer: Manager Urban Planning</i>	 75%	Assessment of the financial feasibility of affordable housing was undertaken for the Lindfield Library Precinct master plan and will be reported to Council in early 2015/2016. Investigation of other sites is dependent on Council's consideration of an issues paper on the policy options for Council on affordable housing within the local government area (LGA), currently under preparation.  <b>Reason</b> Investigation of other sites is dependent on Council's consideration of an issues paper on the policy options for Council on affordable housing within the LGA, currently under preparation.  <b>Remedial Action</b> Review opportunities for other sites following Council's endorsement of a policy approach for affordable housing within the LGA.



## Term Achievement

Code	Description	Progress	Stakeholders	Council Role
C6.1.2	Diversity and supply of new housing has been investigated to provide safe and responsive housing that addresses the changing population.  <i>Responsible Officer: Director Strategy &amp; Environment</i>		Department of Family and Community Services, Housing NSW, NSW Ageing Disability & Homecare, Department of Planning and Environment, Building and Development Industry, Community Groups, Residents	Advocate, Lead
<b>Comments</b>				
The diversity and supply of Ku-ring-gai's housing is regularly monitored and reviewed in the context of changes to the area's demographic profile and land use zones. Potential opportunities for affordable housing choices were reviewed during the year including an assessment of Council landholdings suitable for investigating opportunities for partnerships with housing providers. Further research will be required including an assessment of affordable housing models, housing provider requirements, funding mechanisms and government policy. Delayed actions will be reviewed and progressed in the coming year - Year 2.				


## Critical Action

Code	Description	Progress	Comments
C6.1.2.1	<p>Council investigates and explores opportunities to develop partnerships with stakeholders to provide affordable housing choices.</p> <p><b>Responsible Officer:</b> Director Strategy &amp; Environment</p>	 <p>75%</p>	<p>The financial feasibility of affordable housing for the Lindfield Library Precinct at 259-271 Pacific Highway, Lindfield was investigated for a report to council in early 2015/2016.</p> <p><b>Reason</b></p> <p>The development of a local Affordable Housing policy has proved much more complex than initially anticipated and a large body of additional research and policy review is under way. In the interim the SEPP 'Affordable Housing' provides an overall framework for Council assessment.</p> <p><b>Remedial Action</b></p> <p>An Affordable Housing issues paper is being finalised for reporting to Council in the next reporting period.</p>


## Operational Plan Tasks

Code	Description	Progress	Comments
C6.1.2.1.1	<p>Undertake review of Council properties with the ability to identify opportunities for public/private partnerships.</p> <p><b>Responsible Officer:</b> Manager Urban Planning</p>	 <p>75%</p>	<p>The Affordable Housing issues paper is being finalised and is to be reported to Council in the next reporting period.</p> <p>The master planning of the Lindfield Library site has included an investigation of the opportunities for the provision of a component of affordable housing on the site.</p> <p><b>Reason</b></p> <p>The state government Affordable Housing SEPP 2009 provides the overall framework for Affordable housing, however for Local Council programs under a PPP the policy framework is much more complex and required more detailed research and review of options available to Council.</p> <p><b>Remedial Action</b></p> <p>An Affordable Housing issues paper is being finalised and is to be reported to Council in the next reporting period.</p>
C6.1.2.1.2	<p>Analyse Council land holdings available for potential partnerships.</p> <p><b>Responsible Officer:</b> Manager Urban Planning</p>	 <p>100%</p>	<p>The financial feasibility of affordable housing if it were to be included in the master plan for the Lindfield Library Precinct at 259-271 Pacific Highway, Lindfield has been undertaken and will be reported to Council in July 2015.</p>



C6.1.2.1.3	Identify stakeholders for potential partnerships.  <b>Responsible Officer:</b> <i>Manager Urban Planning</i>	 50%	The progression of this task is dependent on Tasks C6.1.2.1.2 and C6.1.2.1.1 above. <b>Reason</b> Subject to the progression of Tasks C6.1.2.1.2 and C6.1.2.1.1 above, this task could not be further advanced. <b>Remedial Action</b> The further progression of this task will occur following completion or progression of other tasks.
------------	--	--	--

### Term Achievement

Code	Description	Progress	Stakeholders	Council Role
C6.1.3	Plans encourage enhanced adaptability to allow for ageing in place, accessibility and sustainable housing.  <b>Responsible Officer:</b> <i>Director Strategy &amp; Environment</i>		Department of Family and Community Services, Housing NSW, NSW Ageing Disability & Homecare, Department of Planning and Environment, Building and Development Industry, Community Groups, Residents	Facilitate, Lead


### Comments

A review of adaptability provisions of the Local Centres Development Control Plan (DCP) has been completed by an external consultant. The recommendations of the consultant's report are being considered as part of the DCP review and a revised policy position on adaptability will be presented as part of proposed DCP amendments.



As part of the master planning for Council sites at the Lindfield Community Hub, Lindfield Library site and Turramurra Ray Street Precinct, the inclusion of best practice adaptability provisions will be pursued and aligned with the amended provisions in the DCP.

Delayed actions will be reviewed and progressed in the coming year - Year 2.

### Critical Action

Code	Description	Progress	Comments
C6.1.3.1	Plans encourage enhanced adaptability to allow for ageing in place.  <b>Responsible Officer:</b> <i>Director Strategy &amp; Environment</i>	 88%	A revised policy position on best practice adaptability provisions is not as yet finalised and endorsed by Council. When available they will be included in master plans at Lindfield and Turramurra. <b>Reason</b> The various master plans are still being finalised. Specific adaptability elements of these projects will not be considered until the detailed development design phase of the various projects. <b>Remedial Action</b> Adaptability elements are considered in the detailed development design phase of projects consistent with Council's adopted DCP provisions for the next reporting period.


## Operational Plan Tasks

Code	Description	Progress	Comments
C6.1.3.1.1	<p>Monitor principles of adaptability in Council's planning policies.</p> <p><b>Responsible Officer:</b> <i>Manager Urban Planning</i></p>	 100%	<p>An access consultant has completed a review of adaptability provisions of Local Centres Development Control Plan (DCP). The recommendations of the consultant's report are being considered as part of the DCP review and a revised policy position on adaptability will be presented as part of proposed DCP amendments.</p>
C6.1.3.1.2	<p>Pursue adaptability provisions in residential development with key stakeholders.</p> <p><b>Responsible Officer:</b> <i>Manager Urban Planning</i></p>	 75%	<p>As part of the master planning for Council sites at the Lindfield Community Hub, Lindfield Library site and Turramurra Ray Street Precinct, the inclusion of best practice adaptability provisions will be pursued and aligned with the amended provisions in the Development Control Plan.</p> <p><b>Reason</b></p> <p>The various master plans are still being finalised. Specific adaptability elements of these projects will not be considered until the detailed development design phase of the various projects.</p> <p><b>Remedial Action</b></p> <p>Ensure that adaptability elements are considered in the detailed development design phase of projects consistent with Council's adopted Development Control Plan provisions. A task has been included in Council's adopted 2015/2016 Operational Plan to monitor the principles of adaptability in Council's planning policies.</p>

**Issue:** Emergency management.

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

**Term Achievement**


Code	Description	Progress	Stakeholders	Council Role
C7.1.1	Plans are developed in partnership with emergency service agencies and key stakeholders and implemented.  <i>Responsible Officer: Director Operations</i>		NSW Police, Emergency Management Agencies	Facilitate, Deliver, Lead

**Comments**

Progressive updates to the Local Emergency Plans are being managed by the Local Emergency Management Committee. Council provides input into these plans and provides an administrative role for the Committee. Council continued to work in partnership with emergency response agencies to ensure that appropriate and updated emergency response plans are in place and delivered a successful program of emergency preparedness and resilience workshops to residents, community and industry groups. Emergency management plans are continuing to be updated with the Emergency Management Committee.

Progressing in accordance with Delivery Program - Year 2.


**Critical Action**

Code	Description	Progress	Comments
C7.1.1.1	In conjunction with State agencies and key stakeholders develop, review and implement Emergency Management Plans.  <i>Responsible Officer: Director Operations</i>	 92%	<p>Council has taken an active role in both the Hornsby/ Ku-ring-gai Bush Fire Management Committee (BFMC) and the Hornsby/ Ku-ring-gai Local Emergency Management Committee (LEMC) for the reporting period.</p> <p>Both Committees are focussed on development of and compliance with plans and procedures specific to the local area in consultation with the community and key stakeholders.</p> <p>The BFMC formed a sub committee made up of lead agencies and key landholders to develop the five year Bush Fire Risk Management Plan for the Hornsby / Ku-ring-gai region. The plan is nearing completion and consultation with the community will commence early in 2015/2016. This is the main operational plan that will prescribe hazard reduction and bushfire education tasks for a five year period.</p> <p>The LEMC formed a sub committee made up of lead combat agencies to commence the development of the Hornsby / Ku-ring-gai Emergency Management Plan and progress on this plan is in line with timeframes set by the state government.</p> <p>Council has also facilitated a number of workshops for community and business groups as part of our Climatewise Communities program. These workshops focus on raising resilience in the community for groups and individuals with reference to emergency situations.</p>



## Key Achievements

Progress on Hornsby / Ku-ring-gai Bush Fire Risk Management Plan.  
Commencement of Hornsby / Ku-ring-gai Emergency Management Plan.


## Operational Plan Tasks

Code	Description	Progress	Comments
C7.1.1.1.1	<p>Review, implement and report on the Bushfire Risk Management Plan in consultation with the Hornsby/ Ku-ring-gai Bushfire Management Committee.</p> <p><b>Responsible Officer:</b> <i>Manager Open Space Operations</i></p>	 90%	<p>In this period, two additional burns have been selected for the 2015/16 Works Program which was endorsed by the Bush Fire Management Committee on 25/3/2015. This brings the total number of hazard reduction burns in the Ku-ring-gai local government area (LGA) (across land tenure) to 19.</p> <p>As per the Bush Fire Risk Management Plan for 2014/15, 100% of the programmed (rotation A) asset protection zones (APZ) have been inspected and maintained where required. In addition to that required, all rotation B asset protection zones received at least one treatment.</p> <p>In March 2015, 3 ecological burns were completed totalling 1.15 ha. Mechanical bush fire hazard reduction works were completed for 9 properties in response to RFS issued bush fire hazard complaints. No hazard reduction burns were completed off the program in this period due to unfavourable weather conditions.</p> <p>Fire trail inspections and maintenance are undertaken as required. 100% of the programmed maintenance works for 2014/2015 were completed. A total of \$298,029 was approved by the NSW Rural Fire Service (RFS) for additional upgrades to fund surface, erosion and drainage works. Works have been completed for Grevillea Lawson Trail, Wallalong Canon Link Trail, Bradfield Trail and Wallalong Comenarra Trail. Further works are programmed for Lister Daly Trail to be funded by the Environmental Levy. Surface works were not commenced on Clissold Golden Jubilee Trail as the unfunded drainage works portion is required to be completed first. This funding application has been amended for the 2015/2016 year.</p> <p>An additional \$70,000 was approved by the NSW RFS for aviation on 3 hazard reduction burns. As these burns were unable to be completed, this funding will be rolled over to 2015/2016.</p> <p>All community bushfire education events for 2014/2015 were completed as reported in December 2014. One additional Climate Wise Communities workshop was held in April 2015 targeting bush fire and emergency action plans for the aged care sector.</p> <p>Community engagement activities (inclusive of climate wise community events) have been proposed for the 2015/16 financial year. These include Fox Valley, Wahroonga; Esk Street, North Wahroonga; Howson Avenue, Turramurra; Bicentennial Park Pymble; The Landings – special fire protection; Hornsby Ku-ring-gai Mothers Groups; Small Business CWC workshop.</p> <p>Inter-agency meetings to review the Bush Fire Risk Management Plan began</p>



			<p>in October 2014. The draft plan is expected to be complete in November 2015.</p> <p><b>Reason</b></p> <p>The review of the 2010 Bush Fire Risk Management Plan is taking longer than originally expected. As a second generation plan, more detail is being provided by each of the agencies than in the 2010 plan.</p> <p><b>Remedial Action</b></p> <p>The review of the Bush Fire Risk Management Plan is dependent upon multiple agencies. The bush fire risk management sub-committee meet on a weekly basis. It is expected a draft plan will be complete for the November 2015 Bush Fire Management Committee meeting.</p>
C7.1.1.1.2	<p>Complete fire trail, fire break and hazard reduction maintenance programs.</p> <p><b>Responsible Officer:</b> <i>Manager Open Space Operations</i></p>	 85%	<p>All scheduled works in accordance with the Hornsby Ku-ring-gai Bushfire Risk Management Plan have been completed with the exception of hazard reduction burns.</p> <p><b>Reason</b></p> <p>The uncompleted Hazard reduction burns are a result of inappropriate environmental/weather conditions to carry out the listed burns.</p> <p><b>Remedial Action</b></p> <p>The uncompleted hazard reduction burns have been rolled over to the 2015/2016 program in anticipation that more favourable weather conditions will allow successful completion.</p>
C7.1.1.1.3	<p>Review and implement Emergency Management Plan (formerly DISPLAN).</p> <p><b>Responsible Officer:</b> <i>Director Operations</i></p>	 100%	<p>A meeting of the Emergency Risk Management sub committee was held in April 2015. A risk assessment exercise was undertaken to review and rate all possible major emergencies for the Hornsby/ Ku-ring-gai area. As a consequence management plans will be developed for the higher rated emergencies. Work will continue into the next report period.</p>


### Critical Action

Code	Description	Progress	Comments
C7.1.1.2	<p>Develop Floodplain Risk and Storm Management Plans for local catchments.</p> <p><b>Responsible Officer:</b> <i>Director Strategy &amp; Environment</i></p>	 100%	<p>Through grant funding Council has completed the Blackbutt Creek Catchment Flood Study and is currently conducting the Lovers Jump Creek Catchment Flood Study. Grant funding has been sought from the Office of Environment and Heritage (OEH) to support the next phase of the floodplain risk management process, namely the development of a Flood Risk Management Study and Plan for Blackbutt Creek.</p>

## Key Achievements

Council successfully managed the impacts of the major storm in April 2015 with the assistance of the State Emergency Service and Rural Fire Service. Claims for the cost recovery of these works has been submitted to the State Government.










## Operational Plan Tasks

Code	Description	Progress	Comments
C7.1.1.2.1	<p>Undertake floodplain risk study in consultation with Floodplain Risk Management Committee.</p> <p><b>Responsible Officer:</b> <i>Manager Environment &amp; Sustainability</i></p>	<p> 100%</p>	<p>The Blackbutt Creek Flood Study was finalised and presented to Council for adoption in February 2015. This study forms the basis for the next phase of the Flood Risk Management Process, being the preparation of a Flood Risk Management Study and Plan for Blackbutt Creek. A grant application to OEHL has been submitted to support this next phase of the work.</p> <p>The Lovers Jump Creek Flood Study is progressing to schedule. Works completed include the initial community consultation, data collection and analysis, survey work and the development and calibration of the hydrological and hydraulic models. The Study is scheduled for completion by January 2016.</p> <p>The Ku-ring-gai Flood Risk Management Committee has also been established as a committee of Council, with two meetings held to date. The Committee comprises two Councillors, three community representatives and a number of agency and Council staff. The Committee is overseeing the development of the flood studies and is providing a key link to the community for future planning.</p>



## Theme: Natural Environment

### Performance Indicators

Code	Description	Baseline	Yearly Target	Units	Achieved Amount	Yearly Rating Image
N1.1.1.A	Residents involved in community environmental programs.	In 2012/13 there were 2,479 residents involved in community environmental programs. (Data source: Council)	2479	Residents	4,257	
<b>Comment:</b> The 70% increase in community participation 2014/2015 over the annual target reflects the ongoing relevance and success of Council's environmental programs.						
N1.1.2.A	Community activity that benefits the environment.	Number of residents at a household or individual level who carried out actions to benefit the environment as a result of participation in Council programs in 2013/14. (Data source: Council)	1,565	Residents	1,298	
<b>Comment:</b> Although the range of sustainability programs that facilitated community activity grew this year, a small drop in Bushcare numbers and the postponement of the Fridge Buyback program led to a small decrease in community activity as a result of our programs.						
N2.1.1.A	Area of bushland/habitat regenerated.	In 2012/2013 bush regeneration works were conducted on 20.5 hectares of bushland. (Data source: Council)	20.5	Hectares	51	
N2.1.1.B	Condition of bushland managed by Council (resilience rating).	Bushland condition rating determined for sample bushland reserve site in 2013/14. (Data source: Council)	79.9	%	89	
N2.1.1.C	Condition of bushland managed by Council (weeds rating).	Bushland condition rating determined for sample bushland reserve site in 2013/14. (Data source: Council)	13.5	%	24	
<b>Comment:</b> The negative impact of mountain biking activity at Warrimoo has resulted in a worsening weeds rating for this sample bushland reserve site.						
N2.1.1.D	Condition of bushland managed by Council (threats rating).	Bushland condition rating determined for sample bushland reserve site in 2013/14. (Data source: Council)	72.5	%	76	
<b>Comment:</b> The negative impact of mountain biking activity at Warrimoo has resulted in a worsening threats rating for this sample bushland reserve site.						
N3.1.1.A	Creeks tested that maintain or improve their stream health score.	In 2012/2013 100% of tested creeks maintained or improved their stream health score. (Data source: Council)	100	%	100	
N3.1.1.B	Physical creek remediation projects completed.	Number completed per year.	1	Projects	1	
N3.1.1.C	Rubbish diverted from our waterways (tonnes)	1,887 tonnes (volume) diverted per year. (Data source: Council)	1,887	Tonnes	2,496.50	
<b>Comment:</b> This is a significant increase over the annual target. The total figure includes the following components:						



	<ul style="list-style-type: none"> <li>• Water Sensitive Urban Design (WSUD) devices - 11.45 tonnes;</li> <li>• Gross Pollutant Traps (GPT) - 73.18 tonnes</li> <li>• Street sweeping total - 2411.86 tonnes (includes 2,390.1 tonnes green waste and 21.76 tonnes waste).</li> </ul>					
N5.1.1.A	Percentage household waste diverted from landfill.	In 2012/2013 60% of total household waste was diverted from landfill. (Data source: Council)	60	%	57	
	<b>Comment:</b> The reduction in paper tonnage is a continuing trend due to the increased availability of magazines and newspapers on line and corresponding reduction in hardcopy purchases.					
N4.1.1.A	Residents involved in climate change adaptation activities per year.	In 2012/2013 there were 106 participants in climate change adaptation activities. (Data source: Council)	106	Participants	275	
N5.1.2.A	Household potable water consumption per capita.	In 2012/2013 there was 83.02 kL/capita water consumption (based on Estimated Residential Population (ERP) of 116,527. (Data source: Sydney Water)	83.02	kL/ capita	87.36	
	<b>Comment:</b> Whilst it is important to monitor potable water consumption patterns in our community Council does not have direct control over this indicator. Council delivers the Water Smart program to facilitate water conservation outcomes in the community.					
N5.1.2.B	Household electricity consumption per capita.	In 2012/ 2013 there was 3,187kWh household energy consumption per capita. (Data source: Ausgrid and RAPP2.0)	3,187	kWh/ capita	2,891	

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

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

**Term Achievement**

Code	Description	Progress	Stakeholders	Council Role
N1.1.1	Increased community understanding of the value of the natural environment and local environmental issues and impacts.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	✓	Local Community Groups, Local Environmental Groups	Facilitate, Lead, Educate

**Comments**

The success of Council's 'Loving Living Ku-ring-gai' program continued during 2014/2015 with the use of new social media channels and community participation programs, aimed at raising community awareness of environmental issues and the profile of Council's programs.  
Progressing in accordance with Delivery Program - Year 2.


**Critical Action**

Code	Description	Progress	Comments
N1.1.1.1	Expand communication mechanisms and channels to broaden community outreach and participation.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	✓ 100%	Through the monthly Sustainability E-news, What's On Calendar, Loving Living Ku-ring-gai Facebook page and Twitter accounts, Envirotube and new residents' kits, Council is broadening community outreach and increasing participation in our environmental and sustainability programs. An Environmental Levy Communications Strategy has recently been developed to further our work in this area.


**Operational Plan Tasks**

Code	Description	Progress	Comments
N1.1.1.1.1	Utilise a variety of communication mechanisms and channels for different target groups to deliver environmental information.  <i>Responsible Officer: Manager Environment &amp; Sustainability</i>	✓ 100%	Engagement through various communication channels is strong and continues to grow. The number of subscribers for Council's monthly Sustainability E-news has grown to 2,160. The Envirotube YouTube channel has 471 subscribers and has now registered 208,000 total video views. The Loving Living Ku-ring-gai Twitter account now has 241 subscribers. The Loving Living Ku-ring-gai Facebook page has 2,151 followers. From January to June 2015, posts via the Facebook page registered 136,286 unique impressions on followers' newsfeeds and there were 4,231 clicks on links contained within those posts. 150 environmental promotional materials were distributed to new residents in the Ku-ring-gai area to increase awareness of Council's programs and initiatives.


## Term Achievement

Code	Description	Progress	Stakeholders	Council Role
N1.1.2	Increased community action that benefits the environment.  <i>Responsible Officer: Director Strategy &amp; Environment</i>		Local Community Groups, Local Environmental Groups	Facilitate, Lead
<b>Comments</b>				
During 2014/2015 a comprehensive program of activities, targeted at a range of age groups, community interest groups, schools and businesses, continued to expand in participation numbers and deliver positive outcomes. Raised awareness of these activities is in turn increasing their popularity. Progressing in accordance with Delivery Program - Year 2.				

## Critical Action

Code	Description	Progress	Comments
N1.1.2.1	Development of environmental resources, tools and targeted education programs for a range of user groups.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 100%	Council's school education program at the Wildflower Garden attracted more than 2,100 children during the period. Council's Loving Living Ku-ring-gai sustainability events program attracted 1,570 residents over the past year. Council's Wild Things urban biodiversity program currently has 531 members and the Bushcare, Streetcare and Parkcare programs currently have 714 community volunteers, contributing over 12,000 volunteer hours per annum. In 2014/2015 a total of 63 new Ku-ring-gai businesses became members of the Better Business Partnership (BBP) program, bringing total membership to 181. BBP businesses receive tailored advice and audits to help them improve their sustainability performance in the key areas of waste, water, energy, transport, procurement and staff and community support.

## Operational Plan Tasks

Code	Description	Progress	Comments
N1.1.2.1.1	Develop and deliver programs, resources and education demonstration sites at the Wildflower Garden.  <i>Responsible Officer: Manager Community &amp; Recreation Services</i>	 100%	The Schools program at the Wildflower Garden served 2,100 school children during the period. The Toddlers and Tadpoles program was attended by 240 children and the Seniors in The Garden program was attended by 68 seniors.  The Bush Kids programs: Junior Rangers, Through a Magnifying Glass, Nature Craft for Budding Artists, Five Dangerous Things, Out in The Dark, A Honey Eater's Tea Party, Bush Skills and Aboriginal Culture, Dreamtime Stories and Art all booked well and were very well received with approximately 500 children accommodated. Two night sky programs using our donated telescope were full at 24 people. Four Night Walks programs were booked out with 140 participants. The Australian Plant Society have their walks program every Monday and generally have a group of about 15 who explore different aspects of the garden each week.  The Bush Birthday Parties were attended by 1,090 children.




<p>N1.1.2.1.2</p>	<p>Deliver environmental resources and programs for residents.</p> <p><b>Responsible Officer:</b> <i>Manager Environment &amp; Sustainability</i></p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>During the last six months, Council's Loving Living Ku-ring-gai events program delivered a solitary bee talk, a tick information night, an introduction to keeping chickens workshop, an introduction to Bushcare talk, one welcome bus tour for new residents, one introductory bushwalk for Mandarin-speaking residents, two basic upholstery workshops, two edible weeds and foraging walks, a sustainable investment and superannuation talk, a talk on conservation genetics for bush regenerators, a talk on the (not so) secret life of parrots, an Earth Hour dinner, a talk on a pool to pond conversion, an Aboriginal heritage walk and a tour of sites for understanding fire in an urban context. There was also a thank you morning tea for Bushcare volunteers and a Bushcare convenors' forum. In total 809 people attended these events. Through the Greenstyle program, eight garden advice visits, four home sustainability visits were conducted. 66 conversations with local residents resulted from the new Greenstyle presence at Gordon Library every Thursday morning. 239 dumping/encroachment educational letters were distributed to properties in Pymble and West Pymble. A total of 17 dumping/encroachment issues were reported, with all investigated and either closed or referred. Through the Compost Revolution program, 151 residents were engaged via the websites and its tutorials, while 9 worm farms and 19 compost bins were distributed to Ku-ring-gai households. The Wild Things program has 541 active members: 31 pool to pond participants, 480 native stingless beehive recipients and 30 recipients of frog habitats. Council's Bushcare, Streetcare and Parkcare programs have 713 volunteers.</p>
<p>N1.1.2.1.3</p>	<p>Deliver environmental resources and programs for businesses.</p> <p><b>Responsible Officer:</b> <i>Manager Environment &amp; Sustainability</i></p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>In 2014/2015 a total of 63 new Ku-ring-gai businesses became members of the Better Business Partnership (BBP) Program, bringing total membership to 181. Throughout the year 79 businesses were appraised for their energy, water and waste performance; of these 54 were new members and 25 were re-appraisals for existing members. Over the course of the year 64 businesses received a waste audit, eight an energy audit and two a water efficiency audit. These audits identified a potential diversion of 3,479,580 litres of annual waste from landfill; 219,024 kWh of potential annual electricity savings and 105,560 kL of potential annual water savings. Verified savings will be available in 12 months' time.</p> <p>The Better Business Partnership Awards were held in June with Ku-ring-gai businesses featuring in 12 award categories. The Better Business of the Year Award went to 'Earth Kids' from North Turramurra.</p>
<p>N1.1.2.1.4</p>	<p>Deliver environmental resources and programs for schools.</p> <p><b>Responsible Officer:</b> <i>Manager Community &amp; Recreation Services</i></p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>This quarter has seen 1,155 school children attend the Wildflower Garden in organised programs. The fauna licences are being extended to accommodate another turtle enclosure and a snake enclosure. 62 people attend the Night walks and Camp fire programs.</p> <p>The development of a specific centre for education is in planning and design phase and will support the growth and diversity of programs. The Way Finding Sign program has been completed with installation of the signs to begin in August 2015.</p>

**Issue:** Natural areas.

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

**Term Achievement**

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

**Comments**


Council's bushland maintenance programs are all being achieved according to adopted strategies and plans. All regeneration sites have undergone treatments that have yielded an increase in biodiversity through appropriate management actions.

Ecological burns and pre and post fire weeding programs are demonstrating best practice approach and significant improvement to a number of sites.

Sheldon Forest, Rofe Park, Comenarra Creek Reserve Biobanking site was established during the reporting period and there have been a number of successful actions implemented and targets achieved against the agreed management plan. These actions include the undertaking of ecological burns and the establishment of fencing to protect these areas as well as pre and post fire weeding and track and trail improvements.



Delayed actions will be reviewed and progressed in the coming year – Year 2.

**Critical Action**


Code	Description	Progress	Comments
N2.1.1.1	Implementation of Bushland Reserves Plan of Management.  <i>Responsible Officer: Director Operations</i>	 75%	Outcomes of the existing Bushland Reserves Plan of Management are being successfully implemented through the application of Council's policies, procedures and maintenance programs.  <b>Reason</b> Awaiting the completion of a review of the Bushland Reserves Plan of Management.  <b>Remedial Action</b> Completion of the review of Bushland Reserves Plan of Management will be completed in the 2015/2016 Operational Plan.




## Operational Plan Tasks

Code	Description	Progress	Comments
N2.1.1.1.1	<p>Conduct a second review of the Ku-ring-gai Bushland Reserves Plan of Management and implement priority actions.</p> <p><b>Responsible Officer:</b> <i>Manager Environment &amp; Sustainability</i></p>	 50%	<p>Work completed to date on the review of the Bushland Reserves Plan of Management includes an assessment of the document structure, objectives, management actions and assigned responsibilities for these actions. Due to competing work priorities no further work on this Task has been completed.</p> <p><b>Reason</b></p> <p>Competing work priorities has delayed the completion of this Task.</p> <p><b>Remedial Action</b></p> <p>A Task to complete the review has been included in the 2015/2016 Operational Plan.</p>
N2.1.1.1.2	<p>Report quarterly on completion of actions against plan relevant to Operational activities.</p> <p><b>Responsible Officer:</b> <i>Manager Open Space Operations</i></p>	 100%	<p>All required actions have been carried out this reporting period and incorporated, where possible, into annual maintenance schedules.</p>


## Critical Action

Code	Description	Progress	Comments
N2.1.1.2	<p>Implementation of Biodiversity Strategy.</p> <p><b>Responsible Officer:</b> <i>Director Strategy &amp; Environment</i></p>	 100%	<p>Priority actions continue to be implemented from Council's Biodiversity Strategy in the key areas of bushland regeneration, community engagement, pest species control, dumping and encroachment regulation, weed control, track and trail maintenance, catchment and bushfire management. A review of Council's environmental policies and strategies has identified some duplication and hence the Biodiversity Strategy will be replaced with a Biodiversity Policy and the management actions appearing in the Biodiversity Strategy will be integrated into other strategic documents.</p>



## Operational Plan Tasks

Code	Description	Progress	Comments
N2.1.1.2.1	<p>Implement priority actions from the Biodiversity Strategy.</p> <p><b>Responsible Officer:</b> <i>Manager Environment &amp; Sustainability</i></p>	 100%	<p>Priority actions continue to be implemented from Council's Biodiversity Strategy, including: annual bush regeneration programs; annual noxious weed programs; including aquatic weeds; Bushcare, Streetcare and Parkcare programs; native bee program; Ku-ring-gai Flying Fox Habitat Restoration Program; track and trail maintenance program; regional fox and rabbit control program; ecological burns; riparian and hydrology improvement works; gross pollutant trap and stormwater harvesting installations and maintenance program; environmental assessments; community biodiversity education; and the regulation of unauthorised activities such as bike track building and dumping and encroachment in bushland.</p>


## Critical Action

Code	Description	Progress	Comments
N2.1.1.3	<p>Bushland maintenance activities are undertaken in accordance with adopted strategies and plans to enhance flora and fauna.</p> <p><b>Responsible Officer:</b> <i>Director Operations</i></p>	 75%	<p>Council's bushland maintenance programs are all being achieved according to adopted strategies and plans. All regeneration sites have undergone treatments that have yielded an increase in biodiversity through appropriate management actions.</p> <p>Ecological burns and pre and post fire weeding programs are demonstrating best practice approach and significant improvement to a number of sites. Sheldon Forest, Rofe Park, Comenarra Creek Reserve Biobanking site was established during the reporting period and there have been a number of successful actions implemented and targets achieved against the agreed management plan. These actions include the undertaking of ecological burns and the establishment of fencing to protect these areas as well as pre and post fire weeding and track and trail improvements.</p> <p><b>Reason</b></p> <p>The Bushland Reserves Plan of Management is still under review and should be completed in the next financial year.</p> <p><b>Remedial Action</b></p> <p>A review of Bushland Reserves Plan of Management for 2015/2016 is proposed.</p>

## Operational Plan Tasks

Code	Description	Progress	Comments
N2.1.1.3.1	<p>Implement service level agreements to document activities for bush regeneration, noxious weeds and feral animals.</p> <p><b>Responsible Officer:</b> <i>Manager Open Space Operations</i></p>	 50%	<p>The completion of this Task is dependant upon the review of the Bushland Reserves Plan of Management which is currently being undertaken. Due to delays in completing the review, service levels agreements can not be progressed at this point.</p> <p><b>Reason</b></p> <p>Due to delays in completion the review of the Bushland Reserves Plan of Management, further work on this Task has been limited.</p> <p><b>Remedial Action</b></p> <p>A Task to complete this work has also been included in the 2015/2016 Operational Plan to complete this work.</p>
N2.1.1.3.2	<p>Monitor and report quarterly on service level agreement outputs to ensure compliance.</p> <p><b>Responsible Officer:</b> <i>Manager Open Space Operations</i></p>	 100%	<p>Monitoring and reporting on existing service level agreement outputs has been carried out as required.</p>




## Critical Action

Code	Description	Progress	Comments
N2.1.1.4	<p>Integrated monitoring and evaluation framework informs investment and management priorities in our bushland.</p> <p><b>Responsible Officer:</b> <i>Director Strategy &amp; Environment</i></p>	 67%	<p>Council utilises a bushland prioritisation matrix to guide investment in Council's bush regeneration program. Ku-ring-gai's bushland reserves have been rated based on (i) the significance of the vegetation community/ species within the reserve; (ii) the resilience of the reserve; and (iii) the site impacts (or threats) occurring within the reserve. Those reserves that received the highest ranking (highest value/ lowest threats) have been prioritised for funding. A bushland condition rating is used to measure the outcomes of Council's regeneration program. This includes a resilience (the capacity of the site to recover from a disturbance event), weed (the total weed severity and density occurring on site) and threats (site impacts occurring) rating. Site management plans are currently being developed for the bushland reserves that are actively managed by Council, which will inform the bushland condition rating.</p> <p><b>Reason</b></p> <p>Delays due to weather and contrasting priorities have impeded the completion of the site management plans. In addition, the timeframe required to map the sites appropriately into management zones, as part of the site management plan development, has been heavily underestimated.</p> <p><b>Remedial Action</b></p>



			All sites not currently broken into detailed management zones are going to be given an overall bushland condition rating for 2014/2015. The site management plans will continue to be developed in 2015/2016.
--	--	--	---

### Operational Plan Tasks

Code	Description	Progress	Comments
N2.1.1.4.2	Implement fauna monitoring program.  <i>Responsible Officer: Manager Environment &amp; Sustainability</i>	 100%	Council's fauna management program involves the following activities: the management of fauna monitoring data collected through university and other research projects conducted within the local government area; support and funding for research conducted by the Department of Primary Industries into the threatened microbat, <i>Myotis macropus</i> ; the utilisation of remote cameras in reserves to support feral animal presence/absence studies and control, and species diversity and threatened species studies; the trial of a bio acoustic recording device to inform management within the Ku-ring-gai Flying Fox Reserve; the mapping and monitoring of flying-fox extents within the Ku-ring-gai Flying Fox Reserve; and updates to Council's BioBase database, to improve knowledge of species distribution and abundance. A monitoring program has also been developed to assess fauna response to ecological burning and fencing.
N2.1.1.4.3	Undertake bushland monitoring program.  <i>Responsible Officer: Manager Open Space Operations</i>	 50%	20% of programmed sites have been mapped into management zones. <b>Reason</b> Delays due to weather and contrasting priorities have impeded completion. In addition the time frame required to map the sites appropriately into detailed long term management zones has been heavily underestimated. <b>Remedial Action</b>  All sites not currently broken into detailed management zones are going to be given an overall condition rating prior to the end of July to allow for baseline data to be created for assessment at the end of the 15 - 16 financial year.
N2.1.1.4.4	Report quarterly on achievements for all bush regeneration sites in accordance with monitoring and evaluation framework.  <i>Responsible Officer: Manager Open Space Operations</i>	 50%	20% of sites have been reported on in accordance with the monitoring and evaluation framework. <b>Reason</b> Delays due to weather and contrasting priorities have impeded completion. In addition the time frame required to map the sites appropriately into detailed long term management zones has been heavily underestimated. <b>Remedial Action</b>



			All sites yet to be broken up into detailed management zones will be given an overall rating using the monitoring and evaluation framework in order to provide baseline data for comparison against the 2015/2016 end of financial year review.
--	--	--	---

### Term Achievement

Code	Description	Progress	Stakeholders	Council Role
N2.1.2	Ecological protection and understanding is integrated within land-use planning.  <i>Responsible Officer: Director Strategy &amp; Environment</i>		Office of Environment and Heritage, Department of Planning and Environment, Bushcare, National Parks and Wildlife Service, Local Community and Environmental Groups	Deliver, Lead
<b>Comments</b>				
During 2014/2015 the roll out of guidelines, training and monitoring to ensure improved ecological and water quality outcomes through the land use planning, development and environmental assessment and regulatory activities of Council continued. Progressing in accordance with Delivery Program - Year 2.				

### Critical Action

Code	Description	Progress	Comments
N2.1.2.1	Effective guidelines, processes, training and monitoring is in place to ensure ecological protection is integrated within land-use planning.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 100%	A number of templates for environmental assessments have been developed to facilitate the appropriate assessment of projects depending on the project's scale and impact, including templates for the completion of Minor Works Assessments (MWAs), Potential Impact Assessments (PIAs) and Review of Environmental Factors (REF) assessments. Conditions are applied to development applications to achieve Water Sensitive Urban Design (WSUD) objectives in the Local Environmental Plan (LEP) and Development Control Plan (DCP).

### Operational Plan Tasks

Code	Description	Progress	Comments
N2.1.2.1.2	Implement and monitor guidelines and templates for environmental assessment processes.  <i>Responsible Officer: Manager Environment &amp; Sustainability</i>	 100%	A number of templates for environmental assessments have been developed to facilitate the appropriate assessment of projects based on a hierarchy of risks and external approval triggers. These include templates for the completion of Minor Works Assessments (MWAs), Potential Impact Assessments (PIAs) and Review of Environmental Factors (REF) assessments, depending on the project's scale and impact.

N2.1.2.1.3	<p>Apply Development Assessment conditions that reflect Council policies and that are consistent with riparian and biodiversity provisions within the Principal LEP and DCP.</p> <p><b>Responsible Officer:</b> <i>Manager Development Assessment Services</i></p>	<p><input checked="" type="checkbox"/> 100%</p>	<p>Assessment is in accordance with Council's policies including Ku-ring-gai Development Control Plan (DCP) to achieve the objectives in relation to riparian and biodiversity provisions.</p>
------------	--	---	--

### **Critical Action**

Code	Description	Progress	Comments
N2.1.2.2	<p>Assessment and regulatory actions contribute to improved water quality through application of appropriate DA conditions, assessment of stormwater management and protection of waterways throughout the entire development process.</p> <p><b>Responsible Officer:</b> <i>Director Development &amp; Regulation</i></p>	<p><input checked="" type="checkbox"/> 100%</p>	<p>All applications are assessed by professional staff against Council's storm water controls and appropriate conditions are applied to ensure the protection of waterways.</p>

### **Operational Plan Tasks**

Code	Description	Progress	Comments
N2.1.2.2.2	<p>Development Assessment conditions are reviewed and updated as appropriate.</p> <p><b>Responsible Officer:</b> <i>Manager Development Assessment Services</i></p>	<p><input checked="" type="checkbox"/> 100%</p>	<p>Ongoing updating of engineering conditions is in progress to ensure achievement of the objectives of Council's policies including Ku-ring-gai Development Control Plan (DCP).</p>



**Issue:** Natural waterways.

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

**Term Achievement**

Code	Description	Progress	Stakeholders	Council Role
N3.1.1	The condition of natural waterways and riparian areas have improved and water harvesting and reuse has significantly increased.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	<input checked="" type="checkbox"/>	Office of Environment and Heritage, Department of Planning and Environment, Hawkesbury-Nepean Catchment Management Authority, Universities, Utilities	Deliver, Lead
<b>Comments</b>				
<p>Initiatives commenced or progressed during the 2014/2015 year will achieve improved outcomes for natural waterways, riparian areas and water reuse over future years. Council continues to participate in research partnerships through the Sydney Harbour Water Quality Improvement Program, the Cooperative Research Centre (CRC) for Water Sensitive Cities, the Greater Sydney Local Land Services Local Government Advisory Group and the NSW Stormwater Industry Association to advance its water management program.</p> <p>Progressing in accordance with Delivery Program - Year 2.</p>				

**Critical Action**

Code	Description	Progress	Comments
N3.1.1.1	Best practice research informs Council's water management programs.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	<input checked="" type="checkbox"/> 100%	Council continues to participate in research partnerships through the Sydney Harbour Water Quality Improvement Program, the Cooperative Research Centre (CRC) for Water Sensitive Cities, the Greater Sydney Local Land Services Local Government Advisory Group and the NSW Stormwater Industry Association to advance its water management program.

**Operational Plan Tasks**

Code	Description	Progress	Comments
N3.1.1.1.1	Participate in research programs and partnerships to advance water management.  <i>Responsible Officer: Manager Environment &amp; Sustainability</i>	<input checked="" type="checkbox"/> 100%	Council continues to be involved in local and international water management research programs and partnerships. Council staff attend meetings/ conferences/ workshops for the Sydney Harbour Water Quality Improvement Program, the Cooperative Research Centre (CRC) for Water Sensitive Cities, the Greater Sydney Local Land Services Local Government Advisory Group and the NSW Stormwater Industry Association (SIA). Council staff also attended stormwater and flooding forums organised by Sydney Water and the Office of Environment and Heritage (OEH).

## Critical Action

Code	Description	Progress	Comments
N3.1.1.2	<p>Implementation of Integrated Water Cycle Management Policy and Strategy.</p> <p><b>Responsible Officer:</b> Director Strategy &amp; Environment</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Activities from Council's Integrated Water Cycle Management Policy and Strategy continue to be implemented, including the installation of sediment and filter basins and biofilter gardens, creek stabilisation works, weed removal, stormwater harvesting projects, community engagement through the Water Smart program and creek water quality and macroinvertebrate sampling. In partnership with the Cooperative Research Centre (CRC) for Water Sensitive Cities, Council is transitioning to a Water Sensitive City (WSC) Policy and Strategy.</p>


## Operational Plan Tasks

Code	Description	Progress	Comments
N3.1.1.2.1	<p>Implement priority actions from the Integrated Water Cycle Management Policy and Strategy.</p> <p><b>Responsible Officer:</b> Manager Environment &amp; Sustainability</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Through the Cooperative Research Centre (CRC) for Water Sensitive Cities policy-partnership program, CRC researchers have been collaborating with Council to transition its Integrated Water Cycle Management Policy and Strategy into a Water Sensitive Cities (WSC) Policy and Strategy. A draft Policy and a framework for the Strategy have been developed based on the outcomes of a Council staff and CRC researcher workshop held last year. Actions from the existing Integrated Water Cycle Management Strategy continue to be rolled out, including the installation of sediment and filter basins and biofilter gardens, creek stabilisation works, weed removal, stormwater harvesting projects and community engagement through the Water Smart program.</p>
N3.1.1.2.2	<p>Implement stream health monitoring program.</p> <p><b>Responsible Officer:</b> Manager Environment &amp; Sustainability</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Autumn creek water quality and macroinvertebrate sampling was completed at six sites across the local government area although analysis by various laboratories is not due for completion until July 2015. A new report card format for communicating the results of the stream health monitoring program to the community has been developed and should be available to the community in the first quarter of 2015/2016.</p>


## Critical Action

Code	Description	Progress	Comments
N3.1.1.3	<p>Ensure maintenance programs are in place for Council's Water Sensitive Urban Design (WSUD) devices.</p> <p><b>Responsible Officer:</b> Director Operations</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Shore Regional Organisation of Councils (SHOROC) tender panel is in place and a service provider has been appointed for the maintenance of Council's Water Sensitive Urban Design (WSUD) devices.</p>


### Operational Plan Tasks

Code	Description	Progress	Comments
N3.1.1.3.1	Prepare a Service Contract for WSUD devices.  <i>Responsible Officer: Director Operations</i>	 100%	Shore Regional Organisation of Councils (SHOROC) tender was adopted by Council on 23 June 2015. A service panel contractor is now in place for Water Sensitive Urban Design (WSUD) devices.


### Critical Action

Code	Description	Progress	Comments
N3.1.1.4	Ensure water harvesting devices are operating to capacity.  <i>Responsible Officer: Director Operations</i>	 100%	All water harvesting and irrigation systems have been audited by Council's Irrigation and Turf Technical Officer. All systems are operating to full capacity following the audit which found minor repairs were required to a number of facilities.  Maintenance programs for each facility will be developed in 2015/2016 to ensure operation to full capacity and reduction of town water use.

### Operational Plan Tasks

Code	Description	Progress	Comments
N3.1.1.4.1	Report on frequency of maintenance of existing facilities.  <i>Responsible Officer: Manager Open Space Operations</i>	 100%	All water harvesting and irrigation systems have been audited by Council's Irrigation and Turf Technical Officer. All systems are operating to full capacity following the audit which found minor repairs were required to a number of facilities.

### Term Achievement

Code	Description	Progress	Stakeholders	Council Role
N3.1.2	Ecological protection of our waterways is integrated within land-use planning.  <i>Responsible Officer: Director Strategy &amp; Environment</i>		Office of Environment and Heritage, Department of Planning and Environment, Hawkesbury-Nepean Catchment Management Authority, Universities, Utilities	Deliver, Lead
<b>Comments</b>				
Council's Riparian Policy has been incorporated into the Principal Development Control Plan (DCP) and will be incorporated into Council's Water Sensitive City (WSC) Policy and Strategy. This provides the basis for more sustainable outcomes in subdivision developments and for development applications where streams, watercourses and riparian zones are present. Progressing in accordance with Delivery Program - Year 2.				

## Critical Action

Code	Description	Progress	Comments
N3.1.2.1	Implementation of Council's Riparian Policy.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	<input checked="" type="checkbox"/> 100%	Council's Riparian Policy has been incorporated into the Principal Development Control Plan (DCP) and will be incorporated into Council's Water Sensitive City (WSC) Policy and Strategy. This provides the basis for more sustainable outcomes in subdivision developments and for development applications where streams, watercourses and riparian zones are present.

## Operational Plan Tasks

Code	Description	Progress	Comments
N3.1.2.1.2	Implement the Riparian Policy, in conjunction with other planning instruments and water management policies.  <i>Responsible Officer: Manager Environment &amp; Sustainability</i>	<input checked="" type="checkbox"/> 100%	Council's Riparian Policy has been incorporated into the Principal Development Control Plan (DCP) and will be incorporated into Council's Water Sensitive Cities Policy and Strategy. This provides the basis for more sustainable outcomes in subdivision developments and for development applications where streams, watercourses and riparian zones are present. Staff have provided advice on a number of development applications and have assisted as expert witnesses in Land and Environment Court proceedings where riparian issues have been involved.


**Issue:** Climate change.

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


## Term Achievement

Code	Description	Progress	Stakeholders	Council Role
N4.1.1	The community is effectively informed and engaged on climate change issues.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	<input checked="" type="checkbox"/>	Office of Environment and Heritage, National Parks and Wildlife Service, Department of the Environment, National Climate Change Adaptation Research Facility, Emergency Management Agencies, Universities, Community Groups, Residents	Facilitate, Lead
<b>Comments</b>				
Through the Climate Wise Communities program the community continued to be effectively informed and engaged on climate change issues. Progressing in accordance with Delivery Program - Year 2.				


## Critical Action

Code	Description	Progress	Comments
N4.1.1.1	<p>Programs are being implemented to build community resilience to the impacts of climate change and extreme weather events.</p> <p><b>Responsible Officer:</b> Director Strategy &amp; Environment</p>	 100%	<p>Council continues to roll out the Climate Wise Communities program, aimed at building community resilience to the impacts of extreme weather events. This program delivers workshops targeting those community sectors deemed to be most vulnerable to extreme weather events, including Culturally and Linguistically Diverse (CALD) communities, seniors, aged care providers, residents in high bushfire hazard zones, in-home care providers for seniors living alone and children's services providers. Three workshops were delivered over the past six months with 80 attendees.</p>


## Operational Plan Tasks

Code	Description	Progress	Comments
N4.1.1.1.1	<p>Deliver the Climate Wise Communities program.</p> <p><b>Responsible Officer:</b> Manager Environment &amp; Sustainability</p>	 100%	<p>The current stage of the Climate Wise Communities program is being funded through the Community Resilience Innovation program. The objective is to develop a project model and associated resources for other councils, to enable them to work with their communities to build resilience to extreme weather events. Since January 2015 two workshops have been conducted, one with the council partners (17 attendees) and one with aged care providers and agency staff (21 attendees). A draft resource manual has been developed and will be finalised in 2015/2016.</p>


## Term Achievement

Code	Description	Progress	Stakeholders	Council Role
N4.1.2	<p>Council's vulnerability to climate change is reduced.</p> <p><b>Responsible Officer:</b> Director Strategy &amp; Environment</p>		<p>Office of Environment and Heritage, National Parks and Wildlife Service, Department of the Environment, National Climate Change Adaptation Research Facility, Emergency Management Agencies, Universities, Community Groups, Residents</p>	<p>Deliver, Lead</p>
<p><b>Comments</b></p> <p>Initiatives to build Council's capacity to prepare, respond and recover to the increasing severity and frequency of extreme weather events as a result of a changing climate will be incorporated into Council's Climate Change Adaptation Strategy, which is currently being reviewed. The viability of developing a community volunteer network to respond to extreme weather events will be further investigated in 2015/2016. Initial investigations into this are underway.</p> <p>Delivery of contributing Critical Actions and Tasks are under review - Year 2.</p>				

## Critical Action

Code	Description	Progress	Comments
N4.1.2.1	<p>Develop initiatives to build Council's capacity to prepare, respond and recover to the increasing severity and frequency of extreme weather events as a result of a changing climate</p> <p><b>Responsible Officer:</b> Director Strategy &amp; Environment</p>	 55%	<p>Initiatives to build Council's capacity to prepare, respond and recover to the increasing severity and frequency of extreme weather events as a result of a changing climate will be incorporated into Council's Climate Change Adaptation Strategy, which is currently being reviewed. The viability of developing a community volunteer network to respond to extreme weather events will be further investigated in 2015/2016. Initial investigations into this are underway.</p> <p><b>Reason</b></p> <p>A delay in the announcement of grant recipients for the Community Resilience Innovation Program (CRIP), which is funding investigations into a community volunteer network to respond to extreme weather events, has delayed progress on this initiative.</p> <p><b>Remedial Action</b></p> <p>Council's Climate Change Adaptation Strategy will be finalised in 2015/2016.</p>

## Operational Plan Tasks


Code	Description	Progress	Comments
N4.1.2.1.1	<p>Pursue viable opportunities for a community volunteer network to respond to extreme weather events.</p> <p><b>Responsible Officer:</b> Manager Environment &amp; Sustainability</p>	 55%	<p>The viability of developing a community volunteer network to respond to extreme weather events will be further investigated in 2015/2016, as per the current grant timeframes for the Climate Wise Communities program. Preliminary research has been conducted on various community volunteer models in Victoria, New South Wales and Queensland, to inform these investigations.</p> <p><b>Reason</b></p> <p>A delay in the announcement of grant recipients for the Community Resilience Innovation Program (CRIP), the program funding this activity, has delayed progress.</p> <p><b>Remedial Action</b></p> <p>The viability of developing a community volunteer network to respond to extreme weather events will be further investigated in 2015/2016.</p>

**Issue:** Sustainable resource management.




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



### Term Achievement



Code	Description	Progress	Stakeholders	Council Role
N5.1.1	The community is responsible and engaged in improved recycling and reduction in resource use.  <i>Responsible Officer: Director Operations</i>		Office of Environment and Heritage, Northern Sydney Region of Councils, Department of the Environment, Utilities, NSW Environment Protection Authority	Facilitate, Lead
<b>Comments</b>				
<p>Ongoing education of the community in recycling was undertaken throughout the year with schools and multi-unit development sites. E-waste and chemical clean up collections were held throughout the year. A new contract for recycling material resulted in a better price for Council for paper products. A range of effective waste education and recovery programs and services were delivered by Council targeted at residents, businesses, schools and the general community. This included the highly successful Business Food Waste Trial program, waste education programs and continued high 56% rate for diversion of domestic green waste and recyclables from landfill. Council engaged a Waste Project Officer under the Environmental Planning and Assessment Program to assist with waste diversion education programs. Education programs have taken place and grants have been submitted for improvements in the waste area for 2014/2015.</p> <p>Progressing in accordance with Delivery Program - Year 2.</p>				

### Critical Action


Code	Description	Progress	Comments
N5.1.1.1	Recycling services are provided and waste recycling and avoidance education is enhanced.  <i>Responsible Officer: Director Operations</i>	 98%	During the reporting period recycling services were provided and enhanced waste education was completed for residential and commercial premises. Education material included Recycle Right brochure, No Plastic Bags stickers, the webpage was updated, chemical collection, e-waste collection, events waste management, static displays, waste services survey resulting in 85% satisfaction, completed food waste trial for commercial premises.

### Operational Plan Tasks

Code	Description	Progress	Comments
N5.1.1.1.1	Review and report on the outcomes of the Business Waste Characteristic Study.  <i>Responsible Officer: Manager Waste</i>	 100%	Completed previous reporting period.
N5.1.1.1.2	Deliver and report on the waste education program and recycling/diversion targets.  <i>Responsible Officer: Manager Waste</i>	 100%	A chemical collection was held 30-31 May 2015 with 65.47 tonnes of material being recovered for recycling. Participating Ku-ring-gai schools received a visit from 'Keep NSW Beautiful' with their 'Enviromentors Program' to provide workshops on composting, worm farming and school gardening. During national composting week in May Ku-ring-gai residents visited Kimbriki Eco Garden for a composting and worm farming workshop.

N5.1.1.1.3	Deliver 'Waste Less Recycle More' Projects.  <b>Responsible Officer:</b> Manager Waste	 95%	The following projects were completed during 2014/2015: * education materials were developed for domestic recycling services. * a residential Waste Survey was completed with the report finalised and received. There was an 87% satisfaction rate with overall provision of waste services. * an on line Recycling Quiz (in testing phase - due for completion in August 2015) is in progress. * the Event Waste Management was completed including infrastructure and briefing notes.  The Litter Bin infrastructure installation was delayed. A contractor will be employed to continue the installation in 2015/2016.  Program for targeting illegal dumping will continue in 2015/2016 as it is an ongoing program with consultation and planning required across council.  There was a 32% reduction in illegal dumping notifications to Council.
N5.1.1.1.4	Participate in Regional Waste Disposal / Processing Procurement.  <b>Responsible Officer:</b> Director Operations	 95%	The Northern Waste Alliance is currently in the final stages of negotiation with preferred service providers. This matter will be reported to Council once the NSROC committee has finalised the tender evaluation.

### Term Achievement

Code	Description	Progress	Stakeholders	Council Role
N5.1.2	The community is responsible and engaged in energy and water conservation and efficiency programs.  <b>Responsible Officer:</b> Director Strategy & Environment		Office of Environment and Heritage, Northern Sydney Region of Councils, Department of the Environment, Utilities, NSW Environment Protection Authority	Facilitate, Lead

### **Comments**

Council continues to deliver the Smart Units, Energy Smart Savers and Water Smart programs, to assist the community to reduce energy and water use. There are currently 11 owners' corporations of residential strata buildings participating in the Smart Units program, who all receive an energy, water and waste audit and action plan to assist them to implement changes. Over the last year 21 rainwater tank rebates were awarded as part of the Water Smart program, equating to 109.75 kilolitres of tank capacity. The Energy Smart Savers program delivered five workshops over the year with 144 attendees and awarded 50 pool pump rebates, projected to result in 94.42MWh of electricity savings every year.

Progressing in accordance with Delivery Program - Year 2.

## Critical Action











Code	Description	Progress	Comments
N5.1.2.1	<p>Implement educational programs to assist the community to reduce energy and water.</p> <p><b>Responsible Officer:</b> Director Strategy &amp; Environment</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Council continues to deliver the Smart Units, Energy Smart Savers and Water Smart programs, to assist the community to reduce energy and water use. There are currently 11 owners' corporations of residential strata buildings participating in the Smart Units program, who all receive an energy, water and waste audit and action plan to assist them to implement changes. Over the last year 21 rainwater tank rebates were awarded as part of the Water Smart program, equating to 109.75 kilolitres of tank capacity. The Energy Smart Savers program delivered five workshops over the year with 144 attendees and awarded 50 pool pump rebates, projected to result in 94.42MWh of electricity savings every year.</p>





## Operational Plan Tasks

Code	Description	Progress	Comments
N5.1.2.1.1	<p>Deliver community energy reduction and water conservation programs.</p> <p><b>Responsible Officer:</b> Manager Environment &amp; Sustainability</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Of the 11 apartment building stratas engaged in the Smart Units program, three completed energy, water and waste audits between January and June 2015. Through Council's Water Smart Program two raingardens and one rainwater tank Water Smart workshops were conducted with 61 people attending in total. A total of six rebate applications were received and approved for the Water Smart program, representing the installation of six rainwater tanks and 32,000 litres of tank capacity. The six rebates totalling \$2,399.00 supported \$14,501.60 of investment by residents in rainwater tanks, including two internal connections from tanks to laundries and toilets and one irrigation systems. In phase two of Council's Energy Smart program (launched August 2014) as of February 2015 there were 23 participating households which each had a Wattwatcher smart meter installed to track electricity use in near-real time, with a smart energy device also being installed on Thomas Carlyle Children's Centre as part of the program. A solar power information night attracted 72 attendees. Three program newsletters have been distributed, two home visits conducted and check-in phone calls/emails conducted with all participants. The Energy Smart Savers program was extended in May to also include a pilot pool pump rebate program. The pilot program had 50 households receive rebates for the installation of highly efficient pool pumps which in total are projected to result in 94.42MWh of electricity savings every year. Two energy efficiency seminars targeted at Ku-ring-gai seniors were also conducted with 46 people attending in total.</p>

## Theme: Places, Spaces and Infrastructure

### Performance Indicators


Code	Description	Baseline	Yearly Target	Units	Achieved Amount	Yearly Rating Image
P1.1.1.A	Tree Management requests actioned within agreed service delivery standards.	In 2012/2013 90% of the 5,000 tree management requests received were actioned within agreed service delivery standards. (Data source: Council)	90	%	94	
P2.1.2.A	Percentage of development applications assessed largely consistent with relevant policies and legislation.	Annual target of 100% for assessing applications. (Data source: Council)	100	%	100	
P2.1.2.B	Development application determination times.	Annual target for net median processing times for all applications is less than 80 days. (Data source: Council)	80	days	54	
P3.1.1.A	Percentage of Land and Environment Court matters that result in successful outcomes.	In 2012/13 Council was successful in over 90% of cases in the Land and Environment Court. (Data source: Council, Land & Environment Court)	80	%	90	
P6.1.2.A	Open space projects.	Completion of capital works programs within timeframes and budgets. (Data source: Council)	90	%	100	
P6.1.2.B	Satisfaction with the condition and maintenance of Council sporting fields.	Satisfaction level based on previous Council community surveys. (Data source: Community Satisfaction Survey)	75	%	75	
P6.1.2.C	Playground Safety Audit Program.	Completion of playground safety audit program within set timeframes. (Data source: Council)	100	%	100	
P7.1.1.A	Condition rating of community buildings.	In 2012/2013 there was an average condition rating of 3 on a scale of 1 (excellent) to 5 (poor) under Schedule 7 of the Local Government Act. (Data source: Council)	3	Condition rating	3	
P7.1.1.B	Potable water consumption (kL) in Council facilities.	In 2012/2013 potable water consumption in Council facilities was 98,282kL. (Data source: Council)	98,282	kL	101,481	
<p><b>Comment:</b> Despite water efficiency improvements across Council's facilities, the opening of the Ku-ring-gai Fitness and Aquatic Centre and increased water usage at the Wildflower Garden has resulted in an increasing trend in water consumption in Council's facilities.</p>						
P7.1.1.C	Water reuse / recycling (kL) used by Council operations.	In 2012/2013 Council reused/ recycled 22,879kL of water from Council TECHSERV (leachate re-use and stormwater harvesting systems). (Data source: Water Conservation Group)	22,879	kL	74,593	

P7.1.1.D	Electricity consumption (MWh) of Council's fixed assets.	In 2012/2013 there was 3,273 MWh electricity consumption of Council's infrastructure assets. (Data source: Utilities, Council)	3,273	MWh	3,767	
<b>Comment:</b> Despite energy efficiency improvements across Council's fixed assets, new assets recently coming on line, namely the Ku-ring-gai Fitness and Aquatic Centre, 828 Pacific Highway and the North Turramurra and Gordon Golf Course sewer treatment plants has resulted in an increasing trend in electricity consumption of Council's fixed assets.						
P7.1.1.E	Greenhouse gas emissions (tonnes CO2-e) from Council operations.	In 2012/2013 there was 9,527 tonnes CO2-e greenhouse gas emissions from Council's infrastructure assets (electricity, gas, fleet, street lighting). (Data source: Council)	9,527	tonnes CO2-e	10,645	
<b>Comment:</b> Despite energy efficiency improvements across Council's fixed assets, new assets recently coming on line, namely the Ku-ring-gai Fitness and Aquatic Centre, 828 Pacific Highway and the North Turramurra and Gordon Golf Course sewer treatment plants has resulted in an increasing trend in Council's greenhouse gas emissions.						
P7.1.2.A	Utilisation of community halls and meeting rooms.	In 2012/2013 there was an average 75% utilisation of community halls and meeting rooms during core times. (Data source: Council)	75.00	%	77	
P8.1.2.A	Capital works programs for roads, footpaths and drains.	Completion of capital works programs within timeframes and budgets. (Data source: Council)	95	%	95	
<b>Comment:</b> The completed capital works program for roads, footpaths and drains included footpaths (10 of 11 completed); roads ( approximately 129 of 132 sections completed ) and drains ( 5 of 9 completed).						


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

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

**Term Achievement**

Code	Description	Progress	Stakeholders	Council Role
P1.1.1	<p>Opportunities are provided to our community to contribute to plans for enhancing the local area and visual amenity of our centres.</p> <p><i>Responsible Officer: Director Strategy &amp; Environment</i></p>		Department of Planning and Environment, Local Community Groups, Residents	Facilitate, Lead
<b>Comments</b>				
<p>Community contributions were made to a number of planning projects to enhance the local area and the visual amenity of the local centres. This included regular meetings with Support Lindfield in relation to Lindfield Village Green project and Lindfield Community Hub project, culminating in a community information and feedback day. Significant community contribution was made to planning processes for Roseville park, the St Ives Showground and the design of a new park in Carcoola Road, St Ives.</p> <p>Progressing in accordance with Delivery Program - Year 2.</p>				

**Critical Action**

Code	Description	Progress	Comments
P1.1.1.1	<p>Engage with community in masterplanning and design process for the local area.</p> <p><i>Responsible Officer: Director Strategy &amp; Environment</i></p>	 100%	<p>Community engagement in the design and master planning process saw the finalisation of the Roseville Park Master Plan and the St Ives Showground Precinct Master Plan (as part of the Plan of Management). Additionally, extensive community consultation including the public exhibition of the Draft Canoon Road Recreation Plan of Management (including Master Plan) is underway.</p> <p>Following extensive community engagement, the concept plan for a new park at Carcoola Reserve St Ives was adopted by Council.</p>
<b>Key Achievements</b>			
<p>The St Ives Showground Precinct Master Plan (as part of the Plan of Management) has seen some significant changes including the introduction of new Proposed Public Uses along with measures to ensure Council's compliance with both Chapter 6 the Local Government Act 1993 and Part 4 of the NSW Threatened Species Conservation Act 1995. Meanwhile the Roseville Park Master Plan has managed to find common ground between the conflicting needs of park users, tenants and adjoining residents.</p>			




## Operational Plan Tasks

Code	Description	Progress	Comments
P1.1.1.1.1	Develop concept plans informed by community engagement.  <i>Responsible Officer: Manager Strategic Projects</i>	<input checked="" type="checkbox"/> 100%	The Roseville Park Master Plan and the St Ives Showground Precinct Master Plan (as part of the Plan of Management) underwent community consultation and public exhibition and were adopted by Council during the fourth quarter of 2014/2015. The Canoon Road Recreation Area Master Plan (as part of the Plan of Management) Master Plan also underwent community consultation during the year and was adopted for public exhibition during the fourth quarter. The Draft Master Plan for North Pymble Park is being prepared and is due for community engagement during the second quarter of 2015/2016. The concept plan for a new park at Caroola Reserve St Ives was discussed with the local community during the third quarter and adopted by Council. Detailed design documents for the project were prepared during the fourth quarter, ready for a tender process in the first quarter of 2015/2016.
P1.1.1.1.2	Engage with key stakeholders and the community in the revitalisation of our neighbourhood centres and local areas.  <i>Responsible Officer: Manager Strategic Projects</i>	<input checked="" type="checkbox"/> 100%	Following a report to Council in the second quarter a presentation to Councillors was conducted during the third quarter. Designs for The Mall Shops at Warrimoo Avenue have since progressed, including consultation with shop owners and a report to Council will be presented in the first quarter of 2015/2016 to determine future priorities.
P1.1.1.1.3	Review responses from expression of interest (EOI) with key stakeholders and the community in the development of neighbourhood centres.  <i>Responsible Officer: Manager Strategic Projects</i>	<input checked="" type="checkbox"/> 100%	Following a report to Council in the second quarter a presentation to Councillors was conducted during the third quarter. Designs for The Mall Shops at Warrimoo Avenue have since progressed, including consultation with shop owners and a report to Council will be presented in the first quarter of 2015/2016 to determine future priorities.
P1.1.1.1.4	Implement neighbourhood centres programs.  <i>Responsible Officer: Manager Strategic Projects</i>	<input checked="" type="checkbox"/> 100%	Following a report to Council in the second quarter a presentation to Councillors was conducted during the third quarter. Designs for The Mall Shops at Warrimoo Avenue St Ives have since progressed, including consultation with shop owners and a report to Council will be presented in the first quarter of 2015/2016 to determine future priorities.


## Critical Action

Code	Description	Progress	Comments
P1.1.1.2	Invoking community pride in our local and civic centres.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	<input checked="" type="checkbox"/> 100%	Following studies identifying the condition, opportunities and constraints at all neighbourhood business centres a workshop was held with Councillors to discuss priorities in this program area. Since this workshop, Council has focussed its attention on The Mall Shops at Warrimoo Avenue St Ives. To date, preliminary designs for Warrimoo Avenue shops including an upgrade to the adjoining park have been prepared and used as for consultation with shop owners. This consultation has further informed the design team who will then consult with the local community shortly.


## Operational Plan Tasks

Code	Description	Progress	Comments
P1.1.1.2.1	Commence implementation of a program of improvements to the neighbourhood centres.  <i>Responsible Officer: Manager Strategic Projects</i>	 100%	Following a report to Council in the second quarter a presentation to Councillors was conducted during the third quarter, which included a discussion about designs for The Mall Shops at Warrimoo Avenue St Ives and the condition, opportunities and constraints at all neighbourhood centres. Designs for Warrimoo Avenue shops have since progressed, including consultation with shop owners. A report to Council will be presented in the first quarter of 2015/16 to determine future priorities for the rest of the neighbourhood centres.


## Critical Action

Code	Description	Progress	Comments
P1.1.1.3	Develop an agreed level of service for removal of graffiti and cleaning of areas to instil community pride.  <i>Responsible Officer: Director Operations</i>	 100%	Response times have been improved as a result of the use of VandalTrack. This has allowed Council to remove graffiti quickly and identify hotspots to target and attempt to improve security and reduce the activities in that area.

## Operational Plan Tasks

Code	Description	Progress	Comments
P1.1.1.3.1	Report six monthly on actual versus targets for removal of graffiti on public land.  <i>Responsible Officer: Manager Engineering Operations</i>	 100%	2014/15 data shows the pick up of utilising VandalTrak for graffiti has increased usage by staff and by residents. This is allowing Council to respond to graffiti quickly and reduce the visual impacts to the community. Furthermore it has allowed Council to identify hotspots to target and attempt to improve security and reduce the activities in that area.


## Critical Action

Code	Description	Progress	Comments
P1.1.1.4	Ensure compliance with Tree Management Policy.  <i>Responsible Officer: Director Operations</i>	 100%	Council received 1490 Tree Works Applications for private trees for the report period. 1394 applications have been assessed, this equates to 94% of applications being assessed.  Council received a total of 3288 requests for tree works on Council land (street trees, parks and bushland). Of these requests, 1990 were requests associated with fallen trees or branches due to storms. A severe east coast low pressure system in April this year resulted in a significant number of fallen trees and branches which cost close to \$500,000 to clean up. Part of this cost is being claimed back through the Ministry For Police and Emergency services as Disaster Relief Funding and the application is still being reviewed.


## Key Achievements

The timely and professional response to storm cleanup in April by all staff involved.

## Operational Plan Tasks

Code	Description	Progress	Comments
P1.1.1.4.1	Implement the Tree Preservation Order and report on response times against targets for Tree Preservation Order requests.  <i>Responsible Officer: Manager Open Space Operations</i>	 100%	Council received 1490 Tree Works Applications for the report period. 1394 applications have been assessed, this equates to 94% of applications being assessed.

## Term Achievement

Code	Description	Progress	Stakeholders	Council Role
P1.1.2	Strategies, plans and processes are in place to protect and enhance Ku-ring-gai's unique landscape character.  <i>Responsible Officer: Director Strategy &amp; Environment</i>		Department of Planning and Environment, Local Community Groups, Residents	Deliver, Lead


## Comments

Landscape character provisions were subject to review as part of the preparation of the principal development control plan. An ongoing refinement of the provisions is also occurring as part of the review of the Local Centres Development Control Plan, particularly as the relate to residential fat buildings and multi unit housing.

Ongoing landscape assessments are undertaken as per the requirements of the Ku-ring-gai Planning Scheme Ordinance, Local Environmental Plans, Development Control Plans and State Government controls.






Progressing in accordance with Delivery Program - Year 2.

## Critical Action

Code	Description	Progress	Comments		
P1.1.2.1	Improve and implement strategies, plans and processes to protect and enhance Ku-ring-gai's unique landscape character.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 100%	Landscape character provisions were subject to review as part of the preparation of the principal development control plan. An ongoing refinement of the provisions is also occurring as part of the review of the Local Centres Development Control Plan, particularly as they relate to residential flat buildings and multi unit housing.	Ongoing landscape assessments are undertaken as per the requirements of the Ku-ring-gai Planning Scheme Ordinance, Local Environmental Plans, Development Control Plans and State Government controls.	Explanatory material and community information package has been prepared for the Ku-ring-gai Local Environmental Plan 2015 and associated Development Control Plan which came into effect on 2 April 2015. Also a

			<p>significant redesign of planning pages on the website has been undertaken. A draft Biodiversity Offset Policy has been developed, in consultation with Council's Development and Regulation and legal sections. Council has been advised, however, by the Office of Environment and Heritage (OEH) to postpone any further work on this policy in light of the upcoming draft Bill (Biodiversity Conservation Act), due to be released in November 2015. The Independent Biodiversity Legislation Review Panel's final report includes a recommendation to develop a 'single assessment method' to apply the Biobanking methodology to a wider range of development applications.</p>
--	--	--	--

### Operational Plan Tasks

Code	Description	Progress	Comments
P1.1.2.1.1	<p>Continue to review existing strategies and plans.</p> <p><b>Responsible Officer:</b> <i>Manager Urban Planning</i></p>	 100%	<p>Landscape character provisions were subject to review as part of the preparation of the principal development control plan. An ongoing refinement of the provisions is also occurring as part of the review of the Local Centres Development Control Plan, particularly as they relate to residential flat buildings and multi-unit housing.</p>
P1.1.2.1.2	<p>Monitor and review the new landscape and dwelling-house provisions in the Ku-ring-gai Development Control Plan.</p> <p><b>Responsible Officer:</b> <i>Manager Urban Planning</i></p>	 100%	<p>Completed previous reporting period.</p>
P1.1.2.1.3	<p>Implement information and training modules for the community.</p> <p><b>Responsible Officer:</b> <i>Manager Urban Planning</i></p>	 100%	<p>Explanatory material and community information package has been prepared for the Ku-ring-gai Local Environmental Plan 2015 and associated Development Control Plan which came into effect on 2 April 2015. Also a significant redesign of planning pages on the website has been undertaken.</p>
P1.1.2.1.4	<p>Protection of the unique landscape and dwelling-house character through the development assessment process is consistent with State and local government controls.</p> <p><b>Responsible Officer:</b> <i>Manager Development Assessment Services</i></p>	 100%	<p>Ongoing landscape assessments are undertaken as per the requirements of the Ku-ring-gai Planning Scheme Ordinance, Local Environmental Plans, Development Control Plans and State government controls.</p>
P1.1.2.1.5	<p>Implement and monitor biodiversity offset policy.</p> <p><b>Responsible Officer:</b> <i>Manager Environment &amp; Sustainability</i></p>	 50%	<p>This Task could not be progressed. A draft Biodiversity Offset Policy has been developed, in consultation with Council's Development and Regulation and legal sections. Council has been advised, however, by the Office of Environment and Heritage (OEH) to postpone any further work on this policy in light of the upcoming draft Bill (Biodiversity Conservation Act), due to be released in November 2015. The Independent Biodiversity Legislation Review Panel's final report includes a recommendation to develop a 'single assessment method' to apply the Biobanking methodology to a wider range of development applications.</p>



			<p><b>Reason</b></p> <p>No further work is proposed to be undertaken for this policy, pending the State Government's upcoming draft Bill (Biodiversity Conservation Act) due in November 2015.</p> <p><b>Remedial Action</b></p> <p>No further action is scheduled to be undertaken at this stage.</p>
--	--	--	--

**Term Achievement**

Code	Description	Progress	Stakeholders	Council Role
P1.1.3	Place making programs are being implemented for selected Council owned areas.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	<input checked="" type="checkbox"/>	Department of Planning and Environment, Local Community Groups, Residents	Deliver, Lead

**Comments**

Designs for Warrimoo Avenue shops were progressed, including consultation with shop owners. A report to Council will be presented in the first quarter of 2015/2016 to determine future priorities for the rest of the neighbourhood centres.  
Progressing in accordance with Delivery Program - Year 2.


**Critical Action**

Code	Description	Progress	Comments
P1.1.3.1	Undertake a coordinated program of beautification and revitalisation.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	<input checked="" type="checkbox"/> 100%	<p>A coordinated program of beautification and revitalisation of numerous Council assets is well underway with the establishment of project teams to coordinate and implement the delivery of numerous projects. These include, but are not limited to four projects within Bicentennial Park West Pymble, the reconstruction of a heritage listed sea wall at Echo Point, Roseville, upgrades to sporting fields, tennis courts, netball courts, eight playgrounds, and numerous sporting facilities upgrades; some of which have been co funded by sporting clubs and associations.</p> <p>Designs for the upgrade of other assets include alterations and additions to Scout and Guide halls, community amenity buildings and open space accessibility projects.</p> <p>Council has also recently awarded a contract for the upgrade of Cameron Park at Turramurra which sees the park grow to include the four recently acquired properties in Gilroy Avenue.</p>

## Key Achievements


Turrumurra Memorial Park – Youth Activity Area – Design completed and contractor appointed  
 Wahroonga Park Toilet Block – Design completed and contractor appointed  
 Golden Jubilee Field Wahroonga – Electricity Supply upgrade - Completed  
 Carcoola Avenue St Ives – New Park - Detailed design completed, tenders for construction to be called  
 St Ives North Scout Hall – Alterations and Additions - Completed  
 St Ives Girl Guides - Alterations and Additions - Completed  
 Cameron Park Turrumurra – New park – Design completed and construction tenders under assessment  
 Koola Park East Killara – Redevelopment – Design completed and contractor appointed  
 Canoon Road Recreation Area South Turrumurra – Resurfacing of four netball courts and five tennis / netball courts - Completed

## Operational Plan Tasks

Code	Description	Progress	Comments
P1.1.3.1.1	<p>Establish project teams to coordinate and implement the delivery of capital works program. Identify where project teams were established and status of milestones.</p> <p><b>Responsible Officer:</b> <i>Manager Open Space Projects</i></p>	<p> 100%</p>	<p>Project teams were established to coordinate and implement the delivery of the following projects:</p> <p>Echo Point Sea Wall Roseville – Construction – Quotations under assessment                      Bicentennial Park West Pymble War Memorial relocation – Works commenced                      Bicentennial Park West Pymble Norman Griffiths Oval - Accessible pathway to amenities - Completed                      Bicentennial Park West Pymble Norman Griffiths Oval – Synthetic Oval feasibility studies – Commenced                      Bicentennial Park West Pymble Norman Griffiths Oval – floodlight upgrade with a 50% club contribution - Completed                      Turrumurra Memorial Park – Youth Activity Area – Contractor appointed                      Wahroonga Park Toilet Block – Contractor appointed                      McKenzie Park Wahroonga – park upgrade - Completed                      Loyal Henry Park Roseville – playground upgrade – Equipment ordered                      Howson Oval Turrumurra – upgrade – Tenders under assessment                      Park Avenue East Roseville, Community Centre Playground – upgrade – Concept design completed.                      Golden Jubilee Field Wahroonga – Electricity Supply upgrade - Completed                      Golden Jubilee Field Wahroonga – New playground– Concept design completed.                      St Ives Showground – landscape infrastructure upgrade – Priorities under assessment                      St Ives Showground Regional Playground - Concept design completed.                      St Ives Village Green Youth Precinct and Playground – Master plan</p>






			<p>implementation – Quotations for design sought</p> <p>Caroola Avenue St Ives – New Park - Detailed design completed, tenders for construction soon to be called</p> <p>St Ives North Scout Hall – Alterations and Additions - Completed</p> <p>St Ives Girl Guides - Alterations and Additions - Completed</p> <p>Warrimoo Oval St Ives – new carpark and accessible pathways to halls - Completed</p> <p>Warrimoo Oval St Ives – floodlight upgrade with a 50% club contribution - Completed</p> <p>The Mall Park – Warrimoo Avenue St Ives – Playground upgrade – Equipment ordered</p> <p>The Mall Shops – Warrimoo Avenue St Ives – Revitalisation Concept design completed</p> <p>Cameron Park Turramurra – New park – Construction tenders under assessment</p> <p>Koola Park East Killara – Redevelopment – Contractor appointed</p> <p>Darnley Oval Gordon – new cricket wicket with a 50% club contribution - Completed</p> <p>Mimosa Oval Turramurra – new cricket wicket with a 50% club contribution - Completed</p> <p>Auluba Oval No.3 South Turramurra – Baseball fence extension - Quotations under assessment</p> <p>Richmond Park Gordon – Resurfacing of two tennis courts - Completed</p> <p>Canoon Road Recreation Area South Turramurra – Resurfacing f four netball courts and five tennis / netball courts - Completed</p>
P1.1.3.1.2	<p>Report quarterly on established project teams and status of milestones.</p> <p><b>Responsible Officer:</b> <i>Manager Strategic Projects</i></p>	<p> 100%</p>	<p>Project teams were established to coordinate and implement the delivery of the following Open Space &amp; Recreation projects:</p> <p>Echo Point Sea Wall Roseville – Construction – Quotations under assessment</p> <p>Bicentennial Park West Pymble War Memorial relocation – Works commenced</p> <p>Bicentennial Park West Pymble Norman Griffiths Oval - Accessible pathway to amenities - Completed</p> <p>Bicentennial Park West Pymble Norman Griffiths Oval – Synthetic Oval feasibility studies – Commenced</p> <p>Bicentennial Park West Pymble Norman Griffiths Oval – floodlight upgrade with a 50% club contribution - Completed</p> <p>Turramurra Memorial Park – Youth Activity Area – Contractor appointed</p> <p>Wahroonga Park Toilet Block – Contractor appointed</p> <p>McKenzie Park Wahroonga – park upgrade - Completed</p> <p>Loyal Henry Park Roseville – playground upgrade – Equipment ordered</p> <p>Howson Oval Turramurra – upgrade – Tenders under assessment</p>




		<p>Park Avenue East Roseville, Community Centre Playground – upgrade – Concept design completed.</p> <p>Golden Jubilee Field Wahroonga – Electricity Supply upgrade - Completed</p> <p>Golden Jubilee Field Wahroonga – New playground– Concept design completed.</p> <p>St Ives Showground – landscape infrastructure upgrade – Priorities under assessment</p> <p>St Ives Showground Regional Playground - Concept design completed.</p> <p>St Ives Village Green Youth Precinct and Playground – Master plan implementation – Quotations for design sought</p> <p>Caroola Avenue St Ives – New Park - Detailed design completed, tenders for construction soon to be called</p> <p>St Ives North Scout Hall – Alterations and Additions - Completed</p> <p>St Ives Girl Guides - Alterations and Additions - Completed</p> <p>Warrimoo Oval St Ives – new carpark and accessible pathways to halls - Completed</p> <p>Warrimoo Oval St Ives – floodlight upgrade with a 50% club contribution - Completed</p> <p>The Mall Park – Warrimoo Avenue St Ives – Playground upgrade – Equipment ordered</p> <p>The Mall Shops – Warrimoo Avenue St Ives – Revitalisation Concept design completed</p> <p>Cameron Park Turramurra – New park – Construction tenders under assessment</p> <p>Koola Park East Killara – Redevelopment – Contractor appointed</p> <p>Darnley Oval Gordon – new cricket wicket with a 50% club contribution - Completed</p> <p>Mimosa Oval Turramurra – new cricket wicket with a 50% club contribution - Completed</p> <p>Auluba Oval No.3 South Turramurra – Baseball fence extension - Quotations under assessment</p> <p>Richmond Park Gordon – Resurfacing of two tennis courts - Completed</p> <p>Canoon Road Recreation Area South Turramurra – Resurfacing f four netball courts and five tennis / netball courts – Completed</p> <p>North Pymble Park Landscape Masterplan - project team established. Preliminary draft masterplan progressed during the fourth quarter ready for community consultation in 2015/16.</p> <p>Roseville Park Masterplan - project team established. Draft Master Plan was completed during second quarter and placed on public exhibition in the third quarter. Master Plan was adopted by Council during the fourth quarter.</p> <p>Canoon Road Recreation Area Plan of Management - project team</p>
--	--	--

			<p>established. Project progressed during second and third quarter and placed on public exhibition during the fourth quarter.</p> <p>St Ives Showground &amp; Precinct Lands Plan of Management - project team established. Draft was completed during second quarter and placed on public exhibition during the third quarter. Plan was adopted by Council during the fourth quarter.</p>
P1.1.3.1.3	<p>Roll out upgrade of neighbourhood centres consistent with place making.</p> <p><b>Responsible Officer:</b> <i>Manager Strategic Projects</i></p>	<p> 100%</p>	<p>Following a report to Council in the second quarter a presentation to Councillors was conducted during the third quarter, which included a discussion about designs for The Mall Shops at Warrimoo Avenue St Ives and the condition, opportunities and constraints at all neighbourhood centres. Designs for Warrimoo Avenue shops have since progressed, including consultation with shop owners. A report to Council will be presented in the first quarter of 2015/16 to determine future priorities for the rest of the neighbourhood centres.</p>

**Issue:** Managing urban change.

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

**Term Achievement**

Code	Description	Progress	Stakeholders	Council Role
P2.1.1	<p>Land use strategies, plans and processes are in place to effectively manage the impact of new development.</p> <p><b>Responsible Officer:</b> <i>Director Strategy &amp; Environment</i></p>	<p></p>	<p>Department of Planning and Environment, Local Community Groups, Residents</p>	<p>Deliver, Advocate, Lead</p>
<b>Comments</b>				
<p>The Ku-ring-gai Local Environmental Plan was made on 4 March 2015 to come into effect on 2 April 2015. The Principal Development Control Plan was also adopted. Progressing in accordance with Delivery Program - Year 2.</p>				

## Critical Action

Code	Description	Progress	Comments
P2.1.1.1	<p>Develop plans and strategies that respond to the impacts of urban development.</p> <p><b>Responsible Officer:</b> Director Strategy &amp; Environment</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>A report on the new Sydney metropolitan strategy, 'A Plan for Growing Sydney' went to Council on 24 February 2015. Following on from the report a submission was made to the Minister for Planning on the questions posed at the Minister's Greater Sydney Commission Round Table.</p> <p>Subregional planning process has commenced during the reporting period, Council staff have participated in a number of information sessions and workshops conducted by Department of Planning and Environment. The Department of Planning and Environment's demographer provided a briefing to Councillors about the population projections for Ku-ring-gai on 23 June 2015. The Principal Development Control Plan (DCP) and Local Environmental Plan (LEP) are now in place.</p>

### Key Achievements

The Ku-ring-gai Development Control Plan (DCP) and Local Environmental Plan (LEP) 2015 are now in place.

## Operational Plan Tasks

Code	Description	Progress	Comments
P2.1.1.1.1	<p>Respond to State Government Planning initiatives and reforms - including the new Planning Legislation.</p> <p><b>Responsible Officer:</b> Manager Urban Planning</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>A report on the new Sydney metropolitan strategy, 'A Plan for Growing Sydney' went to Council on 24 February 2015. Following on from the report a submission was made to the Minister for Planning on the questions posed at the Minister's Greater Sydney Commission Round Table.</p> <p>Subregional planning process has commenced during the reporting period, Council staff have participated in a number of information sessions and workshops conducted by Department of Planning and Environment. The Department of Planning and Environment's demographer provided a briefing to Councillors about the population projections for Ku-ring-gai on 23 June 2015.</p>
P2.1.1.1.2	<p>Implement and monitor the Principal Local Environmental Plan and supporting Development Control Plan.</p> <p><b>Responsible Officer:</b> Manager Urban Planning</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>The Ku-ring-gai Local Environmental Plan was made on 4 March 2015 to come into effect on 2 April 2015. Implementation actions undertaken include updating property/ GIS systems and s149 certificates; role out of information/training sessions for Development and Regulation and Customer Service staff; preparation of explanatory material and community information packages; a significant redesign of planning pages on the website has been undertaken in consultation with communications and Duty Planner.</p>

## Term Achievement

Code	Description	Progress	Stakeholders	Council Role
P2.1.2	Community confidence has continued in our assessment, regulatory and environmental processes.  <i>Responsible Officer: Director Development &amp; Regulation</i>	✓	Department of Planning and Environment, Local Community Groups, Residents	Deliver, Regulate
<b>Comments</b>				
Council's assessment, regulatory and environmental processes achieved set statutory and community outcomes during 2014/2015. Progressing in accordance with Delivery Program - Year 2.				

## Critical Action

Code	Description	Progress	Comments
P2.1.2.1	Applications are assessed in accordance with State and local plans.  <i>Responsible Officer: Director Development &amp; Regulation</i>	✓ 100%	All applications are assessed by professional staff and peer reviewed by senior officers to ensure all legislative obligations are satisfied.

## Operational Plan Tasks

Code	Description	Progress	Comments
P2.1.2.1.1	Assessments are of a high quality, accurate and consider all relevant legislative requirements.  <i>Responsible Officer: Director Development &amp; Regulation</i>	✓ 100%	Assessment reports are reviewed by senior staff prior to determination to ensure Council's legislative obligations are met.
P2.1.2.1.2	Manage the number of outstanding applications.  <i>Responsible Officer: Director Development &amp; Regulation</i>	✓ 100%	There were 294 applications under assessment as of 30 June 2015 which is a 17% increase compared to the previous quarter and is attributable to a cyclical surge of development prior to the end of the financial year.
P2.1.2.1.3	Determine applications in an effective and efficient manner and within agreed timeframes.  <i>Responsible Officer: Director Development &amp; Regulation</i>	✓ 100%	The processing time for all applications during this financial year was a median of 54 days. This is well below the performance target of 80 days.
P2.1.2.1.4	Provide high quality technical advice.  <i>Responsible Officer: Director Development &amp; Regulation</i>	✓ 100%	Processes are in place and regular training is undertaken to ensure advice provided to residents, applicants and Councillors is accurate and recorded for quality control purposes.

P2.1.2.1.5	Maintain and update Council's systems and processes regularly.  <b>Responsible Officer:</b> <i>Manager Development Assessment Services</i>	<input checked="" type="checkbox"/> 100%	All Council's systems are continuously monitored and updates undertaken as and when required.
------------	--	---	---

### Critical Action

Code	Description	Progress	Comments
P2.1.2.2	Provide Regulatory Services consistent with State and local controls.  <b>Responsible Officer:</b> <i>Director Development &amp; Regulation</i>	<input checked="" type="checkbox"/> 100%	Compliance monitoring across the area has been consistent with Council responding to over 600 requests concerning alleged unauthorised building , development and land use issues. The major area of concern was 244 matters alleging non-compliant building works, much of which centred around the exempt and complying development code.

### Operational Plan Tasks


Code	Description	Progress	Comments
P2.1.2.2.1	Regulatory action is undertaken in accordance with Council's Compliance Policy.  <b>Responsible Officer:</b> <i>Manager Compliance &amp; Regulation</i>	<input checked="" type="checkbox"/> 100%	All regulatory action undertaken by the Regulatory team was done in accordance with Council's adopted Compliance Policy.




**Issue:** Quality urban design and development.

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






**Term Achievement**

Code	Description	Progress	Stakeholders	Council Role
P3.1.1	A high standard of design quality and building environmental performance is achieved in new development.  <i>Responsible Officer: Director Strategy &amp; Environment</i>		Department of Planning and Environment, Local Community Groups, Residents	Deliver, Advocate, Lead, Regulate
<b>Comments</b>				
<p>Sound progress was achieved during the year with finalisation of the principal Local Environmental Plan and draft Principal Development Control Plan. A Building Sustainable Homes workshop was held for the community in March 2015 with 26 attendees and a Speed Date a Sustainable Expert event is being planned for October 2015. The event will link interested residents with expert advice on various areas of housing sustainability.</p> <p>The recently developed Smart Homes suite of web resources is a one-stop shop for anyone looking to incorporate sustainability into their house renovation, retrofit or rebuild. Picture guides and information is available on the entire home, its building envelope, the kitchen/dining area, the bathroom/toilet/laundry, the living room, the backyard, planning regulations and climatic influences. These resources will primarily be promoted through project home builders, architects, town planners, private certifiers and developers that residents use.</p> <p>Progressing in accordance with Delivery Program - Year 2.</p>				


**Critical Action**

Code	Description	Progress	Comments
P3.1.1.1	Review and refine Local Environmental Plans (LEPs) and Development Control Plans (DCPs) to facilitate quality urban design outcomes.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 100%	The Review and refinement of Local Environmental Plans (LEPs) and Development Control Plans (DCPs) to facilitate quality urban design outcomes has continued. The Principal DCP has been finalised and was adopted by Council in December 2014 and came into effect on 2 April 2015. The review of the Local Centres LEP and DCP is well progressed and has involved ongoing consultation Development and regulation staff and other relevant staff from across Council. The review will continue during the next reporting period. Assessment reports are prepared by experienced and skilled professional staff and recommendations are subject to a high level of scrutiny by senior staff before a determination is made. Council successfully prepared, planned implement and divested its land holdings in south Turramurra.



## Operational Plan Tasks

Code	Description	Progress	Comments
P3.1.1.1.1	Monitor and review design quality standards in Council's Local Environmental Plans and Development Control Plans.  <i>Responsible Officer: Manager Urban Planning</i>	 100%	The Principal DCP has been finalised and was adopted by Council in December 2014 and came into effect on 2 April 2015. The review of the Local Centres LEP and DCP is well progressed and has involved ongoing consultation Development and regulation staff and other relevant staff from across Council. The review will continue during the next reporting period.
P3.1.1.1.2	Assessment of applications is consistent with Council's adopted Local Environmental Plans and Development Control Plans.  <i>Responsible Officer: Director Development &amp; Regulation</i>	 100%	Assessment reports are prepared by experienced and skilled professional staff and recommendations are subject to a high level of scrutiny by senior staff before approval is granted.
P3.1.1.1.3	Design outcomes are assessed against the objectives of adopted Local Environmental Plans and Development Control Plans.  <i>Responsible Officer: Director Development &amp; Regulation</i>	 100%	Urban design reviews of development applications are undertaken by independent skilled professionals and all recommendations are reviewed by experienced Council staff to ensure quality urban design outcomes are maintained.
P3.1.1.1.4	Coordinate the completion and disposal of B2 land subdivision.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 100%	Completed previous reporting period.
P3.1.1.1.5	Undertake training for assessment planners and relevant stakeholders on design quality.  <i>Responsible Officer: Manager Urban Planning</i>	 0%	This Task was unable to be progressed due to the State Government's review of SEPP 65 as the proposed changes would have significant implications for design considerations for residential development. The review has now been completed with the new Apartment Design Guide released on 19 June 2015. Training will now be conducted in the first half of 2015/2016.  <b>Reason</b>  Delays due to the State Government's review of SEPP 65.  <b>Remedial Action</b>  Training will now be conducted in the first half of 2015/2016.

## Critical Action


Code	Description	Progress	Comments
P3.1.1.2	<p>Council progressively encourages sustainability design principles into the development application process.</p> <p><b>Responsible Officer:</b> <i>Director Strategy &amp; Environment</i></p>	<p> 100%</p>	<p>The recently developed Smart Homes suite of web resources is a one-stop shop for anyone looking to incorporate sustainability into their house renovation, retrofit or rebuild. Picture guides and information is available on the entire home, its building envelope, the kitchen/dining area, the bathroom/toilet/laundry, the living room, the backyard, planning regulations and climatic influences. A paragraph pointing to the availability of these resources will comprise part of the pre-Development Application meeting minutes. The resources will primarily be promoted through project home builders, architects, town planners, private certifiers and developers that residents use.</p>

## Operational Plan Tasks


Code	Description	Progress	Comments
P3.1.1.2.1	<p>Develop resources on sustainable building design for incorporation into the Pre-Development Application process.</p> <p><b>Responsible Officer:</b> <i>Manager Environment &amp; Sustainability</i></p>	<p> 100%</p>	<p>Web resources for the Smart Homes program have been created and uploaded. The Smart Homes suite of web resources is a one-stop shop for anyone looking to incorporate sustainability into their house renovation, retrofit or rebuild. Picture guides are used to highlight areas where you can make sustainable choices. Users can click on picture links to get further information in the areas of an entire home, its building envelope, the kitchen/dining area, the bathroom/toilet/laundry, the living room and the backyard. The resource also includes a webpage on planning regulations and climatic influences. Inspiring case studies of local residents who have implemented sustainability in their homes are highlighted on another.</p> <p>A paragraph pointing to the availability of these resources will comprise part of the pre-Development Application meeting minutes that are emailed to the applicant. This will be done as soon as the bushfire-resilient building segment is approved.</p>
P3.1.1.2.2	<p>Promote the principles of sustainable building design in the Pre-Development Application process.</p> <p><b>Responsible Officer:</b> <i>Manager Environment &amp; Sustainability</i></p>	<p> 100%</p>	<p>The recently developed web resources on sustainable building design, to accompany Council's Principal Development Control Plan (DCP), will be promoted through the Pre-Development Application process through a standard paragraph in the Pre Development Application meeting minutes. The resources will primarily be promoted through project home builders, architects, town planners, private certifiers and developers that residents use.</p>



### Critical Action

Code	Description	Progress	Comments
P3.1.1.3	<p>Design quality and sustainable design is promoted through events or other activities.</p> <p><b>Responsible Officer:</b> Director Strategy &amp; Environment</p>	<p> 100%</p>	<p>A Building Sustainable Homes workshop was held for the community in March 2015 with 26 attendees and a Speed Date a Sustainable Expert event is being planned for October 2015. The event will link interested residents with expert advice on various areas of housing sustainability.</p>


### Operational Plan Tasks

Code	Description	Progress	Comments
P3.1.1.3.1	<p>Implement a design quality and sustainable design event program.</p> <p><b>Responsible Officer:</b> Manager Environment &amp; Sustainability</p>	<p> 100%</p>	<p>A Building Sustainable Homes workshops was held for the community in March 2015. Council's comprehensive Smart Homes online guide to building and renovating homes sustainably was published online in June 2015. So far there have been 602 views of pages within the guide. The Smart Homes guide includes five case studies of Ku-ring-gai homes with sustainable features. A hard copy of the guide is being considered. The guide is being promoted through Council's communications channels, including e-newsletters and Facebook. A more comprehensive promotion will take place early in the next financial year. A Speed Date a Sustainable Expert event is also in the initial stages of organisation for October 2015. The event will link interested residents with expert advice on various areas of housing sustainability.</p>


**Issue:** Revitalisation of our centres.

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

**Term Achievement**

Code	Description	Progress	Stakeholders	Council Role
P4.1.1	Plans to revitalise local centres are being progressively implemented and achieve quality design outcomes in collaboration with key agencies, landholders and the community.  <i>Responsible Officer: Director Strategy &amp; Environment</i>		Chambers of Commerce, Local Business Associations, Business and Land Owners, Developers, Community Groups, Residents, Government Agencies, Utilities	Facilitate, Deliver, Lead
<b>Comments</b>				
<p>Overall this task is progressing on schedule. The first community engagement event was held on 21 March 2015 on Woodford Lane, Lindfield; on-site exhibitions are being held in Lindfield and preparation for workshops in late April and early May 2015 is underway</p> <p>Staff have engaged consultants to assist with market testing of options for the Lindfield Hub with development companies</p> <p>Staff have actively engaged with land owners in the Ray Street precinct, Turramurra during the preparation of the draft master plan</p> <p>Probit Plans have been prepared for Lindfield, Turramurra and Gordon to ensure interactions with private companies are managed appropriately.</p> <p>The only relatively minor project to be delayed has been the review of the Outdoor Dining policy.</p> <p>Progressing in accordance to Delivery Program - Year 2.</p>				

**Critical Action**



Code	Description	Progress	Comments
P4.1.1.1	Council proactively works with owners, developers and agencies of the local centres to achieve quality design outcomes. (e.g. through voluntary planning agreements, education)  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 88%	<p>The first community engagement event was held on 21 March 2015 on Woodford Lane, Lindfield; on-site exhibitions are being held in Lindfield and preparation for workshops in late April and early May 2015 is underway</p> <p>Staff have engaged consultants to assist with market testing of options for the Lindfield Hub with development companies.</p> <p>Staff have actively engaged with land owners in the Ray Street precinct, Turramurra during the preparation of the draft master plan.</p> <p>Probit Plans have been prepared for Lindfield, Turramurra and Gordon to ensure interactions with private companies are managed appropriately.</p> <p><b>Reason</b></p> <p>The only relatively minor project to be delayed has been the review of the Outdoor Dining policy due to other higher priority major local centres plans being prepared.</p>



			<p><b>Remedial Action</b></p> <p>The review of the Outdoor Dining policy will take place in the next reporting period.</p>
--	--	--	--

<b>Challenges</b>			
Directing and maintaining the resources to the higher level priority projects.			

**Operational Plan Tasks**

Code	Description	Progress	Comments
P4.1.1.1.1	<p>Implement a place management approach for the local centre improvements to coordinate works and achieve quality outcomes.</p> <p><b>Responsible Officer:</b> <i>Manager Urban Planning</i></p>	 100%	<p>During the reporting period a community engagement event was held on 21 March 2015 on Woodford Lane, Lindfield; on-site exhibitions were held in Lindfield over a period of eight weeks. community workshops were held in late April and early May 2015.</p> <p>Staff have engaged consultants to assist with market sounding of options for the Lindfield Hub with development companies.</p> <p>Staff have actively engaged with land owners in the Ray Street precinct, Turramurra during the preparation of the draft master plan.</p> <p>Probity Plans have been prepared for Lindfield, Turramurra and Gordon to ensure interactions with private companies are managed appropriately.</p>
P4.1.1.1.2	<p>Review and monitor Council's Outdoor Dining and Goods on Footpath Policy ensuring it is consistent with Council's public domain plan.</p> <p><b>Responsible Officer:</b> <i>Manager Urban Planning</i></p>	 75%	<p>An initial issues meeting was held with key staff in February 2015 to discuss scope of review and roles and responsibilities but no further work undertaken due to other higher priority projects.</p> <p><b>Reason</b></p> <p>Insufficient staff resources and other higher priority projects have taken precedence.</p> <p><b>Remedial Action</b></p> <p>The review will take place after the local centres Development Control Plan is finalised in the 2015/16 period, with appropriate staff and resources.</p>



## Critical Action

Code	Description	Progress	Comments
P4.1.1.2	<p>The Master Plan for the Turrumurra Centre and surrounding precincts is implemented.</p> <p><b>Responsible Officer:</b> Director Strategy &amp; Environment</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>During the period consultation was held with a range of stakeholders:</p> <ul style="list-style-type: none"> <li>- further meetings with Transport for NSW regarding planning for commuter car parking</li> <li>- further meetings with Sydney Trains regarding the rail corridor</li> <li>- further meetings with Representatives of Coles Group (owners of 1 Ray Street, Turrumurra) regarding master planning requirements.</li> </ul> <p>The Planning Proposal to rezone and reclassify council owned land from community land to operational land has been prepared by Consultants GLN Planning. The Planning Proposal was submitted to the Department of Planning and Environment on 4 June 2015 with a request for gateway determination.</p> <p>Engagement with the key community stakeholders to identify the requirements for new community facilities and infrastructure has also been undertaken.</p>

## Key Achievements

The Master Plan for the Turrumurra Centre and surrounding Precinct has been implemented.


Extensive consultation with a range of stakeholders including local community, business groups key state agencies, community groups and landholders.

Engagement and consultation has taken place with key community stakeholders to identify the requirements for new community facilities and infrastructure. The legislated process planning process to rezone and reclassify Council land to facilitate the process is also under way.

## Operational Plan Tasks

Code	Description	Progress	Comments
P4.1.1.2.1	<p>Engage with relevant stakeholders to establish timing, extent and partnership opportunities for new community facilities and infrastructure.</p> <p><b>Responsible Officer:</b> Manager Urban Planning</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>During the period consultation was held with a range of stakeholders with further meetings with Transport for NSW regarding planning for commuter car parking and Sydney Trains regarding the rail corridor and discussions with representatives of Coles Group (owners of 1 Ray Street, Turrumurra) regarding master planning requirements continued.</p>
P4.1.1.2.2	<p>Commence reclassification of identified lands as resolved by Council.</p> <p><b>Responsible Officer:</b> Manager Urban Planning</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>The Planning Proposal to rezone and reclassify council owned land from community land to operational land has been prepared by Consultants GLN Planning. The Planning Proposal was submitted to the Department of Planning and Environment on 4 June 2015 with a request for gateway determination.</p>
P4.1.1.2.3	<p>Engage with key community stakeholders to identify the requirements for new community facilities and infrastructure.</p> <p><b>Responsible Officer:</b> Manager Urban Planning</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>During the reporting period a draft report was completed. Turrumurra Community Services Facility Study, June 2015 documents the spatial requirements and location preferences for HACC facilities on Gilroy Road, Turrumurra. Consultation included meeting with service staff, senior managers and Board members.</p>

## Term Achievement

Code	Description	Progress	Stakeholders	Council Role
P4.1.2	<p>Planning opportunities are investigated for the revitalisation of the St Ives Centre and surrounding precincts in collaboration with owners, developers, government agencies and local residents.</p> <p><b>Responsible Officer:</b> Director Strategy &amp; Environment</p>		Chambers of Commerce, Local Business Associations, Business and Land Owners, Developers, Community Groups, Residents, Government Agencies, Utilities	Facilitate, Lead


### Comments

At the Ordinary Meeting of Council held 24 February 2015, Council resolved to defer this item from the current 2014/15 Operational Plan and will be reviewed again for inclusion in a future plan, subject to their ability to progress and availability of resources. On 28 April 2015 Council resolved That Critical Action P4.1.2.1 under the Theme – Places, Spaces and Infrastructure in the Delivery Program, be modified to state 'P4.1.2.1 - Investigate a master planning process for the St Ives Centre and surrounding precincts'.




Council have been investigating a master planning process for the St Ives Centre and surrounding precincts, based on the background studies, strategies, methodology, master planning and delivery methods from the Lindfield, Turramurra and Gordon projects.

Delivery of contributing Critical Actions and Tasks are under review - Year 2


### Critical Action

Code	Description	Progress	Comments
P4.1.2.1	<p>The Master Plan for the St Ives Centre and surrounding precincts is implemented.</p> <p><b>Responsible Officer:</b> Director Strategy &amp; Environment</p>	 0%	<p>A master planning process for the St Ives Centre and surrounding precincts has been investigated based on the background studies, strategies, methodology, master planning and delivery methods from the Lindfield, Turramurra and Gordon projects.</p> <p><b>Reason</b></p> <p>The project has been delayed as a result of staff and resources focused on the other local centres and the progression of planning is contingent on St Ives shopping village progressing their plans.</p> <p><b>Remedial Action</b></p> <p>The project will continue subject to the Shopping Village progressing their, and plans and planning resources and funding being made available at the time.</p>


## Operational Plan Tasks

Code	Description	Progress	Comments
P4.1.2.1.1	Engage with relevant stakeholders to establish timing, extent and partnership opportunities for new community facilities and infrastructure.  <i>Responsible Officer: Manager Urban Planning</i>	 0%	At the Ordinary Meeting of Council held 24 February 2015, Council resolved to place this task on hold, subject to the Shopping Village progressing their plans and planning resources and funding being made available at the time. Progression of this task is dependent on the St Ives shopping village progressing their plans.
P4.1.2.1.2	Commence reclassification of identified lands as resolved by Council.  <i>Responsible Officer: Manager Urban Planning</i>	 0%	At the Ordinary Meeting of Council held 24 February 2015, Council resolved to place this task on hold, subject to the Shopping Village progressing their plans and planning resources and funding being made available at the time.
P4.1.2.1.3	Engage with key community stakeholders to identify the requirements for new community facilities and infrastructure.  <i>Responsible Officer: Manager Urban Planning</i>	 0%	On 28 April 2105 Council resolved that Critical Action P4.1.2.1 under the Theme – Places, Spaces and Infrastructure in the Delivery Program, be modified to state 'P4.1.2.1 - Investigate a master planning process for the St Ives Centre and surrounding precincts'. Council staff through the Lindfield and Turramurra Master Planning processes have further developed our consultation methods.

## Term Achievement

Code	Description	Progress	Stakeholders	Council Role
P4.1.3	An improvement plan for Gordon Centre is being progressively implemented in collaboration with owners, businesses and state agencies.  <i>Responsible Officer: Director Strategy &amp; Environment</i>		Chambers of Commerce, Local Business Associations, Business and Land Owners, Developers, Community Groups, Residents, Government Agencies, Utilities	Facilitate, Deliver, Lead
<b>Comments</b>				
A Master Plan is progressing for the Gordon Town Centre to accommodate cultural and arts activities and promote social interaction. The key planning phases has commenced with stakeholder liaison, land studies, traffic and transport reviews and consultation on Council's cultural hub and community facilities requirements. Progressing in accordance with Delivery Program - Year 2.				



## Critical Action

Code	Description	Progress	Comments
P4.1.3.1	<p>A Master Plan is in place for a community hub within the Gordon Town Centre to accommodate cultural and arts activities and promote social interaction is developed.</p> <p><b>Responsible Officer:</b> Director Strategy &amp; Environment</p>	 100%	<p>A Master Plan is progressing for the Gordon Town Centre to accommodate cultural and arts activities and promote social interaction. The key planning phases has commenced with stakeholder liaison, land studies, traffic and transport reviews and consultation on Council's cultural hub and community facilities requirements.</p>

### Key Achievements

Key consultation with cultural and artistic community groups within Ku-ring-gai to determine their current and future needs.

## Operational Plan Tasks

Code	Description	Progress	Comments
P4.1.3.1.1	<p>Engage with relevant stakeholders to establish timing, extent and partnership opportunities for new community facilities and infrastructure.</p> <p><b>Responsible Officer:</b> Manager Urban Planning</p>	 100%	<p>The following has been undertaken:</p> <ul style="list-style-type: none"> <li>* Traffic and transport consultants have been engaged and study progressing; traffic counts due to start 20 July 2015;</li> <li>* Cultural planning consultants engaged and study progressing;</li> <li>* Briefing for Councillors held on the 5th May 2015;</li> <li>* Six stakeholder meetings held with key cultural groups operating in the LGA through June and July 2015;</li> <li>* Cultural workers focus group meeting held on 16 July 2015 with 20 attendees;</li> <li>* Meetings held with relevant internal staff;</li> <li>* RFQ issued for consultants to prepare preliminary feasibility analysis; and</li> <li>* Cultural needs telephone survey commenced 15 June 2015.</li> </ul>
P4.1.3.1.2	<p>Undertake due diligence and develop probity plan for the delivery of new facilities and infrastructure.</p> <p><b>Responsible Officer:</b> Manager Urban Planning</p>	 100%	<p>The following has been undertaken:</p> <ul style="list-style-type: none"> <li>* Phase 2 contamination study completed;</li> <li>* Geo-technical study completed;</li> <li>* Probity Plan completed and reported to Council;</li> <li>* Planning proposal for reclassification under preparation;</li> <li>* Request for Quotation for topography and boundary survey issued; and</li> <li>* Request for Quotation for aboriculture report issued.</li> </ul>

P4.1.3.1.3	<p>Engage with key community stakeholders to identify the requirements for new community facilities and infrastructure.</p> <p><b>Responsible Officer:</b> <i>Manager Urban Planning</i></p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Cultural planning consultants have completed a series of meetings and workshops with cultural and artistic community groups within Ku-ring-gai to determine their current and future needs, meetings include:</p> <ul style="list-style-type: none"> <li>- Key stakeholder meetings with representatives of the major cultural groups in the local government area (LGA) including Marian Street Theatre for Young People and the Ku-ring-gai Philharmonic Orchestra;</li> <li>- A focus group workshop with 20 people representing other cultural groups in the LGA;</li> <li>- meetings with Council staff involved with cultural activities; and</li> <li>- a phone survey of 500 randomly selected residents.</li> </ul>
------------	--	--	---

### Term Achievement

Code	Description	Progress	Stakeholders	Council Role
P4.1.4	<p>An improvement plan for Lindfield Centre is being progressively implemented in collaboration with owners, businesses and state agencies.</p> <p><b>Responsible Officer:</b> <i>Director Strategy &amp; Environment</i></p>	<p><input checked="" type="checkbox"/></p>	<p>Chambers of Commerce, Local Business Associations, Business and Land Owners, Developers, Community Groups, Residents, Government Agencies, Utilities</p>	<p>Facilitate, Deliver, Lead</p>

### Comments

Project scope for Lindfield Village Green has been finalised, report to Council on 9 June 2015 Council adopted preferred concept plan.

Project scope for Lindfield Hub has been finalised. Further clarification of project objectives currently under way.

Report to Council on the 28 July 2015 regarding the Lindfield library Precinct (259-261 Pacific Highway, Lindfield) will recommend a preferred development option and assist with clarifying Council's intentions for the site.

Progressing in accordance with Delivery Program - Year 2.

### Critical Action




Code	Description	Progress	Comments
P4.1.4.1	<p>The Master Plan for the Lindfield Centre and surrounding precincts is implemented.</p> <p><b>Responsible Officer:</b> <i>Director Strategy &amp; Environment</i></p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Project scope for Lindfield Village Green has been finalised, report to Council on 9 June 2015 Council adopted preferred concept plan.</p> <p>Project scope for Lindfield Hub has been finalised. Further clarification of project objectives currently under way.</p> <p>Report to Council on the 28 July 2015 regarding the Lindfield library Precinct (259-261 Pacific Highway, Lindfield) will recommend a preferred development option and assist with clarifying Council's intentions for the site.</p>

## Key Achievements

The Active Lindfield program is being successfully implemented. Following a comprehensive design phase and extensive community consultation program on 9 June 2015 Council adopted preferred concept plan for the Lindfield Village Green.

The Lindfield Community hub has also progressed with a series of options developed following comprehensive engagement with stakeholders to offer a broad range of shops and community facilities, services and contain lively urban village spaces and places where people can live, work, shop, meet and spend leisure time.

## Operational Plan Tasks


Code	Description	Progress	Comments
P4.1.4.1.1	Engage with relevant stakeholders to establish timing, extent and partnership opportunities.  <i>Responsible Officer: Manager Urban Planning</i>	 100%	This task is on schedule. Work undertaken to date includes: - Regular meetings with representatives of Transport for NSW regarding commuter parking in Lindfield. - Meetings with landowners in Lindfield adjoining the master plan sites  Consultants have been engaged to provide financing and delivery advice to Council; a component of this work will provide assistance with interfacing with the private sector and identifying potential commercial partnership opportunities.
P4.1.4.1.2	Develop and finalise project scope.  <i>Responsible Officer: Manager Urban Planning</i>	 100%	Project scope for Lindfield Village Green has been finalised, report to Council on 9 June 2015 Council adopted preferred concept plan.  Project scope for Lindfield Hub has been finalised. Further clarification of project objectives currently under way.  Report to Council on the 28 July 2015 regarding the Lindfield library Precinct (259-261 Pacific Highway, Lindfield) will recommend a preferred development option and assist with clarifying Council's intentions for the site.
P4.1.4.1.3	Maintain engagement with the key stakeholders.  <i>Responsible Officer: Manager Urban Planning</i>	 100%	This task is on schedule, work to date includes: - on-site exhibition manned by staff three times a week during April and May 2015 - 4 community workshops held in May 2015 - meetings and discussions with landowners adjoining the master plan sites - regular meetings with representatives of Transport for NSW - meetings and discussions with other government agencies including Ausgrid



**Issue:** Heritage that is protected and responsibly managed.

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

**Term Achievement**

Code	Description	Progress	Stakeholders	Council Role
P5.1.1	Strategies, plans and processes are in place to effectively protect and preserve Ku-ring-gai's heritage assets.  <i>Responsible Officer: Director Strategy &amp; Environment</i>		Ku-ring-gai Historical Society, NSW Office of Environment and Heritage, Department of Planning and Environment, NSW Aboriginal Land Council, Northern Sydney Aboriginal Heritage Office, Community Groups	Deliver, Lead, Regulate

**Comments**

The review of deferred items from the Ku-ring-gai Local Environmental Plan 2015 has been completed and Draft Heritage Inventory forms finalised and reported to Council in April. The planning proposal to list 75 items has been submitted to the Department of Planning and Environment for a gateway determination.

The study on the review of heritage conservation areas in Middle Harbour Road, Lindfield was placed on public exhibition from 20 March until 15 May 2015.


Non-Statutory Public Exhibition of the Pymble East and West - Potential Heritage Conservation Areas review was conducted in June 2015.

Planning proposals to list 62-62 Mona Vale, Pymble (Lanosa) and 950 Pacific Highway, Pymble (Former 3M building) were finalised and gazetted on 2 April 2015 and 1 May 2015 respectively.





Interim Heritage Orders have been made for 6 Caithness Street, Killara; 28 Cook Road, Killara and 140 Pentecost Avenue, Pymble. continued to be delivered.

Progressing in accordance with Delivery Program - Year 2.


**Critical Action**

Code	Description	Progress	Comments
P5.1.1.1	Implement, monitor and review Ku-ring-gai's heritage planning provisions.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 99%	Sound progress was made during the reporting period in regard to Council resolutions and actions relating to heritage planning including progression of new Heritage Items, heritage conservation areas and policy updates.


## Operational Plan Tasks

Code	Description	Progress	Comments
P5.1.1.1.1	<p>Identify gaps in existing strategies and plans.</p> <p><b>Responsible Officer:</b> <i>Manager Urban Planning</i></p>	 100%	<p>The planning proposal to heritage list 5 properties in Turramurra, Wahroonga, Pymble and Killara was placed on public exhibition between 24 April 2015 and 22 May 2015.</p> <p>The review of deferred items from the Ku-ring-gai Local Environmental Plan 2015 was completed and Draft Heritage Inventory forms finalised and reported to Council in April. The planning proposal to list 75 items has been submitted to the Department of Planning and Environment for a gateway determination.</p> <p>The study on the review of heritage conservation areas in Middle Harbour Road, Lindfield was placed on public exhibition from 20 March until 15 May 2015.</p> <p>Non-Statutory Public Exhibition of the Pymble East and West - Potential Heritage Conservation Areas review was conducted in June 2015.</p> <p>Planning proposals to list 62-62 Mona Vale, Pymble (Lanosa) and 950 Pacific Highway, Pymble (Former 3M building) were finalised and gazetted on 2 April 2015 and 1 May 2015 respectively.</p> <p>Interim Heritage Orders were made for 6 Caithness Street, Killara; 28 Cook Road, Killara and 140 Pentecost Avenue, Pymble.</p>
P5.1.1.1.2	<p>Monitor heritage provisions for the Ku-ring-gai Development Control Plan and Local Centres Development Control Plan 2012.</p> <p><b>Responsible Officer:</b> <i>Manager Urban Planning</i></p>	 100%	<p>A thorough review of heritage provisions was undertaken as part of the preparation of the Principal Development Control Plan (DCP) and Ku-ring-gai Local Environmental Plan 2015. The revised provisions will be incorporated into the Local Centres DCP as part of its review process. Further refinement of heritage conservation area provisions, inventory sheets and contribution mapping will be an ongoing process.</p>
P5.1.1.1.3	<p>Develop information and training modules for the community.</p> <p><b>Responsible Officer:</b> <i>Manager Urban Planning</i></p>	 95%	<p>Heritage information was revised and updated on Council's website to coincide with the Ku-ring-gai Local Environmental Plan 2015 and Principal Development Control Plan coming into effect on 2 April 2015. The improvement and refinement of information available to owners of heritage items is an ongoing process with input through Councils Heritage Reference Committee.</p>
P5.1.1.1.4	<p>Protection of heritage through the development assessment process is consistent with State and local government controls.</p> <p><b>Responsible Officer:</b> <i>Manager Development Assessment Services</i></p>	 100%	<p>Current workload has increased as a result of Ku-ring-gai Local Environmental Plan 2015 and Development Control Plan which have specific objectives and controls for heritage items and heritage conservation areas. External heritage consultants are assisting to provide heritage assessment advice. Heritage training is ongoing for development assessment officers and referral officers including landscape officers and engineers.</p>


## Critical Action

Code	Description	Progress	Comments
P5.1.1.2	Protect and effectively manage Ku-ring-gai's Aboriginal heritage assets in conjunction with the Aboriginal Heritage Office.  <b>Responsible Officer:</b> Director Strategy & Environment	 100%	Council implements a Sensitive Data Access Procedure, facilitates Aboriginal Heritage training (as part of Council's Environmentally Sensitive Lands training program) and regularly updates its Aboriginal site card information to effectively manage Ku-ring-gai's Aboriginal heritage assets.


## Operational Plan Tasks

Code	Description	Progress	Comments
P5.1.1.2.1	Deliver management actions and training to protect and manage Aboriginal heritage, including actions in the Biodiversity Strategy.  <b>Responsible Officer:</b> Manager Environment & Sustainability	 100%	Management actions for the protection of Aboriginal heritage include: (i) the implementation of the Sensitive Data Access Procedure, to ensure that Aboriginal heritage data is correctly managed and made easily accessible for the purposes of environmental assessment and planning; (ii) Aboriginal heritage training, for staff to gain competencies in identifying key features of different Aboriginal site types and understanding legislative and statutory requirements and the associated steps in reporting and referring Aboriginal site issues; and (iii) the update of Council's Aboriginal site card information, involving the verification of Aboriginal site conditions.



## Term Achievement

Code	Description	Progress	Stakeholders	Council Role
P5.1.2	Conservation Management Plans are in place and being implemented for the cultural and heritage assets of the area to ensure their long term viability.  <b>Responsible Officer:</b> Director Strategy & Environment		Ku-ring-gai Historical Society, NSW Office of Environment and Heritage, Department of Planning and Environment, NSW Aboriginal Land Council, Northern Sydney Aboriginal Heritage Office, Community Groups	Deliver, Lead
<b>Comments</b>				
Progress on the preparation of conservation management plans for Council's heritage assets was limited during 2013-2014 due to other significant heritage work priorities and the unavailability of suitable external funding assistance. Delivery of contributing Critical Actions and Tasks are under review - Year 2.				

## Critical Action

Code	Description	Progress	Comments
P5.1.2.1	<p>Prepare conservation management plans for heritage assets within available resources.</p> <p><b>Responsible Officer:</b> Director Strategy &amp; Environment</p>	 12%	<p>Only limited progress was made during the reporting period on the preparation of conservation management plans for Council owned buildings.</p> <p><b>Reason</b></p> <p>Other heritage planning projects including local listing under Ku-ring-gai Local Environmental Plan 2015 have taken priority and this program has never been funded.</p> <p><b>Remedial Action</b></p> <p>The task to develop prioritisation criteria and identify a priority list of Councils properties requiring Conservation Management Plans is incorporated into a broader task within the 2015/2016 Operational Plan.</p>

## Operational Plan Tasks

Code	Description	Progress	Comments
P5.1.2.1.1	<p>Identify resources for the development and implementation of heritage conservation management plans.</p> <p><b>Responsible Officer:</b> Manager Urban Planning</p>	 25%	<p>No further work was undertaken on this task during the reporting period.</p> <p><b>Reason</b></p> <p>The new Heritage Specialist Planner commenced work in February. Other Heritage planning matters have taken a priority including the progressing of planning proposals to list potential items deferred from Ku-ring-gai Local Environmental Plan 2015 and processing the 3 Interim Heritage Orders resolved by Council.</p> <p><b>Remedial Action</b></p> <p>The investigation of opportunities for resources to undertake Conservation Management Plans will be progressed in 2015/2016. This task has been included in the adopted 2015/2016 Operational Plan.</p>
P5.1.2.1.2	<p>Develop prioritisation criteria and identify Councils properties requiring Conservation Management Plan's.</p> <p><b>Responsible Officer:</b> Manager Urban Planning</p>	 0%	<p>No work was undertaken on this task during the reporting period, due to competing projects and the need for CMPs to be aligned with any Council heritage properties. This classification work is still under way.</p> <p><b>Reason</b></p> <p>Limited resources and competing priorities meant that available staff resources were focussed on the heritage item listing deferred from the Ku-ring-gai Local Environmental Plan 2015 and responding to 3 Interim Heritage Orders issued by Council.</p>



			<p><b>Remedial Action</b></p> <p>The task to develop prioritisation criteria and identify a priority list of Councils properties requiring Conservation Management Plans will be completed as part of a broader task within the 2015/2016 Operational Plan.</p>
--	--	--	---

**Term Achievement**




Code	Description	Progress	Stakeholders	Council Role
P5.1.3	<p>Local, Aboriginal and cultural history is recognised and promoted.</p> <p><i>Responsible Officer: Director Community</i></p>		Ku-ring-gai Historical Society, NSW Office of Environment and Heritage, Department of Planning and Environment, NSW Aboriginal Land Council, Northern Sydney Aboriginal Heritage Office, Community Groups	Facilitate, Deliver

Comments
<p>The regional Guringai Festival was held from May to July 2015 and included six (6) successful events held in Ku-ring-gai. Council continues to participate in the regional Aboriginal Heritage Office program that develops management and conservation plans for local sites, and provides community education programs.</p> <p>An initial program of heritage activities to promote local heritage has been presented to the Heritage Reference Committee including heritage funding and heritage week activities and other material to promote local heritage.</p> <p>Delayed actions will be reviewed and progressed in the coming year - Year 2.</p>

**Critical Action**


Code	Description	Progress	Comments
P5.1.3.1	<p>Local and cultural history is recognised and promoted.</p> <p><i>Responsible Officer: Director Strategy &amp; Environment</i></p>	 75%	<p>An initial program of heritage activities to promote local heritage have been presented to the Heritage Reference Committee including heritage funding, heritage week activities and other material to promote local heritage.</p> <p><b>Reason</b></p> <p>Project delays have been encountered due other higher priority heritage policy matters being implemented including review and preparation of Council's Ku-ring-gai Local Environmental Plan 2015 heritage items and conservation areas and the associated Development Control Plan.</p> <p><b>Remedial Action</b></p> <p>The outstanding projects for the pilot heritage walk and heritage signage will be finalised via the Heritage Reference Committee in the next reporting period.</p>

## Operational Plan Tasks


Code	Description	Progress	Comments
P5.1.3.1.1	<p>Develop a program of heritage activities to promote local heritage.</p> <p><b>Responsible Officer:</b> <i>Manager Urban Planning</i></p>	 75%	<p>An initial program of heritage activities to promote local heritage has been presented to the Heritage Reference Committee including heritage funding, heritage week activities and other material to promote local heritage.</p> <p><b>Reason</b></p> <p>This task has been delayed due to limited resource availability.</p> <p><b>Remedial Action</b></p> <p>The Heritage Reference Committee will be presented with a further program in 2015/2016. Completion of this task has been incorporated into a broader task within the 2015/2016 Operational Plan.</p>
P5.1.3.1.2	<p>Finalise and implement a pilot heritage walk in consultation with key stakeholders.</p> <p><b>Responsible Officer:</b> <i>Manager Urban Planning</i></p>	 75%	<p>Details of a pilot heritage walk of Wahroonga have been developed and presented to the Heritage Reference Committee.</p> <p><b>Reason</b></p> <p>This task has been delayed due to limited resource availability.</p> <p><b>Remedial Action</b></p> <p>The pilot heritage walk of Wahroonga will be finalised in the next reporting period of 2015/2016 in conjunction with the Heritage Reference Committee. Completion of this task has been incorporated into a broader task within the 2015/2016 Operational Plan.</p>
P5.1.3.1.3	<p>Investigate heritage signage opportunities.</p> <p><b>Responsible Officer:</b> <i>Manager Urban Planning</i></p>	 75%	<p>Research into different options for heritage signage by local governments continued during the period. A discussion paper covering available opportunities is to be presented to the Heritage Reference committee in 2015/2016.</p> <p><b>Reason</b></p> <p>This task has been delayed due to limited resource availability.</p> <p><b>Remedial Action</b></p> <p>The heritage signage investigations will be completed in the next reporting period in 2015/2016 with input from the Heritage Reference Committee. Completion of this task has been incorporated into a broader task within the 2015/2016 Operational Plan.</p>



## Critical Action

Code	Description	Progress	Comments
P5.1.3.2	Local Aboriginal history is recognised and promoted.  <i>Responsible Officer: Director Community</i>	 100%	The regional Guringai Festival was held from May to July 2015 and included 6 events held in Ku-ring-gai. The Children's Voices for Reconciliation event was held in Gordon with special guest Gumaroy Newman who showcased the talents of local school children presenting a theme of reconciliation in dance, drama, poetry, art and song. The Guringai Tribe exhibition was held at the St Ives library, and Campfire and Culture walks, Kids Bush Skills and Aboriginal Culture Day, and Dream time Stories and Art for Children were presented at the Wildflower Garden. A highlight of the celebrations at the Wildflower Garden was the special story time experience with Walangari Karntawarra.

## Operational Plan Tasks

Code	Description	Progress	Comments
P5.1.3.2.1	Promote Aboriginal culture at the Wildflower Garden and on Council's website.  <i>Responsible Officer: Manager Community &amp; Recreation Services</i>	 100%	Highlights during the reporting period included: * The garden was used as a venue for the Guringai Festival. * Aboriginal artist and teacher Walangari Karntawarra introduced young children aged 2-5 year olds to Aboriginal culture through activities including art, singing, storytelling and boomerang-throwing. * Aboriginal Heritage Officer Karen Smith brought her knowledge and experience of local Aboriginal culture to share on a step-free bushwalk through the Ku-ring-gai Wildflower Garden, after billy tea and damper around the campfire. * The final event in Ku-ring-gai's Naidoc Week celebrations was at the Wildflower Garden during the evening of Friday 11 July for a very special experience with Walangari Karntawarra.

**Issue:** Enhancing recreation, sporting and leisure facilities.

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

**Term Achievement**

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




**Comments**

Partnerships continued to be strengthened with local groups and organisations to deliver positive outcomes for the Ku-ring-gai community. In particular Council has worked with the YMCA NSW in the first 8 months of operation of the Ku-ring-gai Fitness and Aquatic Centre with excellent growth in memberships and participation rates. A Sports Forum held in May and attended by 60 sporting representatives at the Ku-ring-gai Fitness Aquatic Centre has set the groundwork for productive working relationships with local sporting groups. A number of grants and local group contributions received during 2014/2015 will assist with the upgrade of specific sporting and recreational facilities.  
Progressing in accordance with Delivery Program - Year 2.


**Critical Action**

Code	Description	Progress	Comments
P6.1.1.1	Engage with community partners to improve Councils sporting and recreational facilities.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	<input checked="" type="checkbox"/> 100%	Council has worked with the YMCA NSW in the first 8 months of operation of the Ku-ring-gai Fitness and Aquatic Centre with excellent growth in attendances. Due to the overwhelming success of the Royal Life Saving adult learn to swim program, Royal Life have offered to subsidise an additional 50 positions for local residents. A successful Sports Forum was attended by 60 sporting representatives at the Ku-ring-gai Fitness Aquatic Centre in May. A number of contributions from sporting associations and grants were received to improve facilities.

## Operational Plan Tasks

Code	Description	Progress	Comments
P6.1.1.1.1	<p>Pursue improvement of facilities through partnerships and external funding opportunities.</p> <p><b>Responsible Officer:</b> <i>Manager Strategic Projects</i></p>	 100%	<p>The following grant funding was achieved and contributions received from agencies and sporting groups during 2014/2015:</p> <ul style="list-style-type: none"> <li>* Community Building Partnership competitive grant of \$33,000 received for Ku-ring-gai Bicentennial Park Regional Playground upgrade.</li> <li>* Public Reserves Management Fund Program competitive grant of \$67,500 and loan of \$282,500 received for St Ives Showground general upgrade works.</li> <li>* Public Reserves Management Fund Program competitive grant of \$50,000 received for St Ives Showground accessible toilet, seats and shelters at regional playground.</li> <li>* North Shore Junior Cricket Association contributed \$21,000 for 50% cost of new cricket wicket at Darnley Oval Gordon and 25% cost of new cricket wicket at Mimosa Oval Turramurra.</li> <li>* Hornsby Ku-ring-gai Hills District Cricket Association contributed \$7,000 for 25% cost of new cricket wicket at Mimosa Oval Turramurra.</li> <li>* St Ives Football Club contributed \$28,000 for 50% cost of upgrade to floodlights at Warrimoo Oval.</li> <li>* West Pymble Football Club contributed \$11,000 for 50% cost of upgrade to floodlights at Norman Griffiths Oval West Pymble.</li> </ul>
P6.1.1.1.2	<p>Investigate and apply for grant funding opportunities to improve recreational facilities.</p> <p><b>Responsible Officer:</b> <i>Manager Community &amp; Recreation Services</i></p>	 100%	<p>Opportunities for grant funding continued to be pursued during 2014/2015. Successful applications included:</p> <ul style="list-style-type: none"> <li>* Community Building Partnership competitive grant of \$33,000 received for Ku-ring-gai Bicentennial Park Regional Playground upgrade.</li> <li>* Public Reserves Management Fund Program competitive grant of \$67,500 and loan of \$282,500 received for St Ives Showground general upgrade works and a grant of \$50,000 received for St Ives Showground accessible toilet, seats and shelters at regional playground.</li> </ul>
P6.1.1.1.3	<p>Facilitate a regular sporting forum and information on Council's website.</p> <p><b>Responsible Officer:</b> <i>Manager Community &amp; Recreation Services</i></p>	 100%	<p>A Sports Forum was conducted at the Ku-ring-gai Fitness Aquatic Centre on Monday 18th May 2015 from 6.00pm - 9.30pm. The forum commenced with a tour of the new facility by YMCA staff and a catered dinner from the centre. Ku-ring-gai Staff presented updates of the North Turramurra Recreation Area (NTRA) Project and identified locations for future synthetic surfaces in Ku-ring-gai. A number of clubs were invited to present including: WPFC, LJRU, SIFC and NSJCA on how they worked effectively with Council to upgrade and fund new facilities such as improvements to their clubhouse, floodlights and cricket pitches. Overall, there were approximately 60 people attending the forum. All topics of discussion received a strong response from the attendees and feedback was also positive. The forum is expected to be an annual event.</p> <p>Information for community facilities are regularly being updated on Council's website and Facebook pages.</p>


## Term Achievement

Code	Description	Progress	Stakeholders	Council Role
P6.1.2	<p>A program is being implemented to improve existing recreation, sporting and leisure facilities and facilitate the establishment of new facilities.</p> <p><b>Responsible Officer:</b> Director Strategy &amp; Environment</p>		Local Clubs - Groups and Organisations, NSW Sport and Recreation	Deliver, Lead

### Comments

Significant works were progressed during the reporting period.  
Progressing in accordance with Delivery Program - Year 2.

## Critical Action

Code	Description	Progress	Comments
P6.1.2.1	<p>Deliver Council's adopted open space capital works program.</p> <p><b>Responsible Officer:</b> Director Operations</p>	 88%	<p>Significant works were progressed during the reporting period. This included:</p> <ul style="list-style-type: none"> <li>* Koola Park Upgrade – Tender process completed and work awarded - with on-site works due to commence at the beginning of financial year 2015/2016.</li> <li>* Echo Point Seawall – procurement process complete - work to be awarded at the beginning of financial year 2015/2016.</li> <li>* Golden Jubilee Power Upgrade – All works complete.</li> <li>* Kent Road Oval Car Park Rebuild – All works complete.</li> <li>* Allan Small Car Park Rebuild – construction complete.</li> <li>* Sports Courts Upgrade 2014/2015 – All works complete.</li> <li>* Howson Oval Upgrade – Tender process complete - reviewing tenders against available funds with proposed on-site start date early next financial year.</li> <li>* Hassel Park Upgrade - Project complete.</li> <li>* Demolition of 8, 10 and 12 Bent Street completed and St Ives Village Green Scout and Guide Halls.</li> <li>* New Road Dumaresq to McIntyre Street – demolition/ land clearance completed, works awarded and construction commenced.</li> <li>* Mimosa and Darnley Oval Cricket wicket replacement works completed.</li> <li>* McKenzie Park Upgrade - all works complete.</li> <li>* Turramurra Park - Recreational Precinct - Tender process complete, works awarded, construction due to commence beginning of financial year 2015/2016.</li> <li>* Bicentennial Park War Memorial Upgrade - procurement process complete works awarded, on-site construction due for completion early financial year</li> </ul>








			<p>2015/2016.</p> <p>* Cameron Park Extension - Tender process complete, report to Council for award of tender early financial year 2015/2016.</p> <p><b>Reason</b></p> <p>Some delays were experienced with refinement and consultation on designs and estimates prior to tendering.</p> <p><b>Remedial Action</b></p> <p>None required at this time.</p>
--	--	--	--

**Challenges**

Unforeseen site conditions which have either led to additional, poor response to a few tenders due to the specialist nature of the project work, higher than expected tender prices.


**Operational Plan Tasks**

Code	Description	Progress	Comments
P6.1.2.1.1	<p>Designs are prepared and environmental approvals obtained for the delivery of the open space capital works program.</p> <p><b>Responsible Officer:</b> <i>Manager Strategic Projects</i></p>	<p> 100%</p>	<p>Designs were prepared and environmental approvals obtained for Kent Road Oval car park, Allan Small Park car park, Bicentennial Park Accessible Path to Norman Griffiths Oval amenities, Echo Point Park Seawall Reconstruction, Bicentennial Park War Memorial Relocation &amp; Upgrade, Wahroonga Park Toilet Block and Landscape Works, McKenzie Park Shelter, Koola Park Stage 3, Turramurra Memorial Park Youth Precinct, Cameron Park Extension, Caroola Reserve new park, Warrimoo Avenue Playground Upgrade St Ives, demolition and relocation of St Ives Village Green Scout and Guide halls to create space for skate park, youth precinct and playground, new road from McIntyre to Dumaresq St Gordon, and Golden Jubilee Field Baseball practice nets roofing, water recycling system, and safety fencing on junior diamonds. Other design and approvals nearing completion include, East Roseville Community Centre Playground, Golden Jubilee Field Playground and Lofberg Road playground, West Pymble.</p>
P6.1.2.1.2	<p>Report on compliance with environmental approvals for open space capital works projects.</p> <p><b>Responsible Officer:</b> <i>Manager Strategic Projects</i></p>	<p> 100%</p>	<p>Environmental approval conditions were implemented for all open space projects under construction, including Wahroonga Park Playground, Allan Small Park and Car Park Upgrade, Warrimoo Avenue Scout and Guides halls and car park, Norman Griffiths Oval access pathway, Bicentennial Park War Memorial upgrade, New road from McIntyre St to Dumaresq St Gordon, Golden Jubilee Field Baseball practice nets roofing, and water recycling system, Bent Street property demolitions, demolition of St Ives Village Green Scout and Guides halls, Canon Road Recreation Area South Turramurra resurfacing of four netball courts and five tennis / netball courts, and Kent Road Oval car park upgrade.</p>



P6.1.2.1.3	<p>Report on completed concept designs and acceptance by the community and Council.</p> <p><b>Responsible Officer:</b> Manager Strategic Projects</p>	 100%	<p>Open space designs that have been prepared, accepted by the community, and had environmental approvals obtained include new Rotary of Roseville Chase Playground at Malga Avenue Roseville Chase, Kent Road Oval car park, Turramurra Memorial Park Youth Playground, Cameron Park extension Turramurra, Kent Road Oval car park Turramurra, Allan Small Park car park East Killara, Bicentennial Park Accessible Path to Norman Griffiths Oval amenities West Pymble, Echo Point Park Seawall Roseville Chase, Bicentennial Park War Memorial Relocation &amp; Upgrade West Pymble, Wahroonga Park Toilet Block and landscape works, McKenzie Park landscape works and seats Wahroonga, Caroola Reserve new park St Ives, Koola Park Redevelopment Stage 3 East Killara, Golden Jubilee Field baseball practice nets roofing, water recycling system and safety fencing on junior diamonds, New road from McIntyre St to Dumaresq St Gordon, Bent Street property demolitions, and demolition and relocation of St Ives Village Green Scout and Guide halls to create space for skate park, youth precinct and playground.</p>
P6.1.2.1.4	<p>Conduct appropriate consultation, identify outcomes of community consultation and actions to address community concerns.</p> <p><b>Responsible Officer:</b> Manager Strategic Projects</p>	 100%	<p>Open space capital works projects that have involved community consultation include new cricket wickets at Mimosa Oval Turramurra and Darnley Oval Gordon, new Rotary of Roseville Chase Playground at Malga Avenue Roseville Chase, Kent Road Oval car park, Turramurra Memorial Park Youth Playground, Cameron Park extension Turramurra, Kent Road Oval car park Turramurra, Allan Small Park car park East Killara, Bicentennial Park Accessible Path to Norman Griffiths Oval amenities West Pymble, Echo Point Park Seawall Roseville Chase, Bicentennial Park War Memorial Relocation &amp; Upgrade West Pymble, Wahroonga Park Toilet Block and landscape works, McKenzie Park landscape works and seats Wahroonga, Caroola Reserve new park St Ives, Lofberg Road Playground, Golden Jubilee Field Playground Wahroonga, Koola Park Redevelopment Stage 3 East Killara, and Golden Jubilee Field baseball practice nets roofing, water recycling system and safety fencing on junior diamonds. Other designs and approvals that have been progressed and will involve community consultation in the coming year include East Roseville Community Centre Playground, Golden Gove Playground Bicentennial Park, St Ives Showground Regional Playground, and St Ives Village Green Skate and bike park, youth precinct, and playground.</p>
P6.1.2.1.5	<p>Prepare a local government area wide Playgrounds Strategy.</p> <p><b>Responsible Officer:</b> Manager Strategic Projects</p>	 40%	<p>Mapping has been completed for the whole LGA to identify gaps in the provision of playgrounds. Consultant to be engaged and commenced during the first quarter of 2015/2016 .</p> <p><b>Reason</b></p> <p>Project delayed due to other priorities and time constraints.</p> <p><b>Remedial Action</b></p> <p>Project will be progressed during the first quarter of 2015/16 with engagement of consultants.</p>

**Critical Action**




Code	Description	Progress	Comments
P6.1.2.2	Prepare district park masterplans to inform the forward open space capital works program.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 95%	As Council has recently carried out capital works on Hassall Park, a reprioritisation has seen this park move down the rankings for inclusion in a future Operational Plan.  A draft landscape master plan for North Pymble Park has been completed ready for community consultation in early 2015/2016.


### Operational Plan Tasks




Code	Description	Progress	Comments
P6.1.2.2.1	Prepare District Park Land Master Plan for Hassall Park, St Ives.  <i>Responsible Officer: Manager Strategic Projects</i>	 0%	As Council has recently carried out capital works on the Park, a reprioritisation has seen this park move down the rankings. Therefore, at the Ordinary Meeting of Council held 24 February 2015, Council resolved to defer the Hassall Park Master Plan from the current 2014/2015 Operational Plan.
P6.1.2.2.2	Complete district park masterplan for natural grass athletics facility at North Pymble Park.  <i>Responsible Officer: Manager Strategic Projects</i>	 95%	Consultant landscape architects have been appointed. A draft landscape master plan for North Pymble Park has been completed ready for community consultation, which will commence early in 2015/2016. That will be followed by a report to Council for public exhibition.

### Critical Action


Code	Description	Progress	Comments
P6.1.2.3	Community Land Plans of Management are regularly reviewed.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 98%	Work progressed on the Community Groups Centre and Car Park Plan of Management, the Canoon Road Plan of Management and the St Ives Showground and Precinct Lands Plan of Management.  The Marian Street Theatre Plan of Management (POM), will remain on hold until a report has been given to Council and a resolution is made regarding future viability and use of the theatre.

### Operational Plan Tasks

Code	Description	Progress	Comments
P6.1.2.3.1	Complete Plan of Management for Community Group Centre and Carpark, St Ives.  <i>Responsible Officer: Manager Community &amp; Recreation Services</i>	 100%	The St Ives Community Groups Centre and Car Park Draft Plan of Management was reported to Council and publicly exhibited during the period. Following exhibition the Plan of Management was adopted by Council.

P6.1.2.3.2	Complete Plan of Management for Marian Street Theatre.  <b>Responsible Officer:</b> <i>Manager Community &amp; Recreation Services</i>	 0%	As part of its consideration of the December Bi-annual report of the Delivery Program and 2014/2015 Operational Plan on 24 February 2015, Council resolved to defer this task from the 2014/2015 Operational Plan. This decision was taken to allow the completion of work by an independent consultant into community priorities for a theatre in Ku-ring-gai, as resolved by Council in October 2014.  The results of community consultation are expected to be reported to Council during the first quarter of 2015/2016. <b>Reason</b>  This task has previously been deferred from the 2014/2015 Operational Plan. <b>Remedial Action</b>  Appropriate tasks can be included in the 2015/2016 Operational Plan once Council has considered a report on this matter.
P6.1.2.3.3	Complete Plan of Management for Canoon Road Recreation Area.  <b>Responsible Officer:</b> <i>Manager Strategic Projects</i>	 95%	The Draft Landscape Masterplan and Plan of Management for Canoon Road Recreation Area was completed during the period and Council resolved to place it on public exhibition. The final plan will be reported to Council for adoption following the public exhibition period and an analysis and assessment of submissions.
P6.1.2.3.4	Complete Plan of Management for the St Ives Showground and Precinct Lands.  <b>Responsible Officer:</b> <i>Manager Strategic Projects</i>	 100%	The Draft Plan of Management for the St Ives Showground and Precinct Lands was placed on public exhibition during the reporting period with 162 submissions being received. Council considered the submissions and adopted the final Plan of Management during the period.



### Critical Action

Code	Description	Progress	Comments
P6.1.2.4	Ensure existing recreation and sporting facilities are maintained in accordance with asset management strategy and plans.  <b>Responsible Officer:</b> <i>Director Operations</i>	 98%	Recreation and sporting facilities were maintained during the reporting period in accordance with service levels and programs. This has included the completion of the Grass Mowing Contract with no delays, completion of the annual maintenance program for Parks, Sportsfields and Tennis courts and the refurbishment of four parks and JUBES mountain bike facility.  A restructure of responsibilities in Council's Parks and Sportsfields section has focused more resources on specific localities and more focus on turf maintenance at sportsfields by appropriately qualified staff.  Council's playgrounds continue to be recognised as compliant with the Australian Standard at a very high level and this is due to the completion of three quarterly and one comprehensive audits of all playgrounds in the local government area.

## Key Achievements

High level of compliance with Australian Standards for Playgrounds.


## Operational Plan Tasks

Code	Description	Progress	Comments
P6.1.2.4.1	Complete Park Asset Refurbishment Program at priority locations and report on progress.  <i>Responsible Officer: Manager Open Space Operations</i>	 100%	Four playgrounds have been refurbished in this period. Our Playground Tradesperson has also undertaken the quarterly operational inspections for April 2015 with repairs carried out as required. Pro-active work has been undertaken leading into this year's Comprehensive Annual Playground Inspection. This work consisted of inspecting and replacing items which have a high wear rate due to movable parts. New roofs were installed on the storage sheds at Gordon Golf Course, two sets of steps were installed on the 4th Tee for easier access and maintenance of the bike tracks at Golden Jubilee has continued.
P6.1.2.4.2	Complete maintenance program for parks and sportsfields within agreed maintenance service levels.  <i>Responsible Officer: Manager Open Space Operations</i>	 95%	All facilities have been maintained to agreed service levels. During the report period, additional locations were added to the annual maintenance schedules and these included the St Ives Wildflower Garden and new holes at North Turramurra Golf Course.

**Issue:** Enhancing community buildings and facilities.

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

## Term Achievement

Code	Description	Progress	Stakeholders	Council Role
P7.1.1	Standards are developed to improve the condition and functionality of existing and new assets.  <i>Responsible Officer: Director Operations</i>		Local Community Groups and Organisations, Residents	Deliver, Lead


## Comments

A review of Council's assets was undertaken as part of the Fit for the Future submission and this resulted in a review of the standards for Council's assets for both condition ratings and useful life. Hence, there was a reduction on the asset backlog. A number of Council building assets were upgraded and also improvement of other assets such as roads was carried out throughout the year.

A review of the condition rating for Council's buildings and facilities has been completed for the major facilities. The minor facilities need to be carried out and will be done in 2015/2016. Data collected from the sustainability monitoring continues to inform annual improvement programs for the maintenance, renewal and upgrade of Council's buildings. This data will also form the basis of new and revised performance standards for sustainability and energy and water usage presently being developed.

Delayed actions will be reviewed and progressed in the coming year – Year 2.




## Critical Action

Code	Description	Progress	Comments
P7.1.1.1	<p>A prioritised program of improvements to community meeting rooms, halls, buildings and facilities is being implemented.</p> <p><b>Responsible Officer:</b> Director Operations</p>	 93%	Data entry onto the NAMs database for analysis is 100% for stage 1 and 70% for Stage 2. This has enabled a preliminary prioritised program of improvements to be developed culminating in the annual Public Building Refurbishment program that is based upon community requirements and building component data from condition assessment rating.


## Key Achievements

A comprehensive data set of building components, that is condition rated and costed, with plan preparation and photo catalogue of Council buildings and facilities.


## Operational Plan Tasks

Code	Description	Progress	Comments
P7.1.1.1.1	<p>Review building conditions at component level and report six monthly.</p> <p><b>Responsible Officer:</b> Manager Engineering Operations</p>	 80%	<p>Stage 2 comprising approximately 65 buildings is 50% completed into the Building Asset Database for reporting and tracking. The remaining data will be loaded into the system by early August. Data capture entails, photos, components details, values and insurance details.</p> <p><b>Reason</b></p> <p>Delays were experienced in completing Stage 2 data capture due to limitations in resource availability including the reallocation of staff to capital works and reactive works.</p> <p><b>Remedial Action</b></p> <p>Reschedule times to complete remaining data capture.</p>
P7.1.1.1.2	<p>Implement an improvement program for the maintenance, renewal and upgrade of Council's buildings and report on progress.</p> <p><b>Responsible Officer:</b> Manager Engineering Operations</p>	 100%	The 2014/2015 Building Maintenance Program was completed and 2015/2016 now in CRS for scheduling to Trades Staff. Further RFQ's to go out to deliver higher service levels for our current proactive maintenance to improve asset conditions and capital improvements.
P7.1.1.1.3	<p>Finalise service level agreement for Council's buildings in-line with community requirements and available resources.</p> <p><b>Responsible Officer:</b> Manager Engineering Operations</p>	 100%	A prioritised program of improvements has been developed culminating in the annual Public Building Refurbishment program that is based upon Community requirements and building component data from condition assessment rating


## Critical Action

Code	Description	Progress	Comments
P7.1.1.2	<p>Council progressively introduces sustainability performance standards for Council buildings and facilities.</p> <p><b>Responsible Officer:</b> Director Operations</p>	 25%	<p>A desktop review of other Council's sustainability performance standards for buildings and facilities has been undertaken and a draft Sustainable Buildings and Facilities Strategy has been developed.</p> <p><b>Reason</b></p> <p>Competing work priorities have diverted staff resources away from this project. This project will be delivered in 2015/2016.</p> <p><b>Remedial Action</b></p> <p>Council specific building performance standards will be developed in 2015/2016. A task is included in Council's adopted 2015/2016 Operational Plan to complete this project.</p>


## Operational Plan Tasks

Code	Description	Progress	Comments
P7.1.1.2.1	<p>Develop sustainability performance standards for Council buildings and facilities.</p> <p><b>Responsible Officer:</b> Manager Environment &amp; Sustainability</p>	 25%	<p>A desktop review of other Council's sustainability performance standards and strategies has been undertaken.</p> <p><b>Reason</b></p> <p>Competing work priorities have diverted staff resources away from this project. This project will be delivered in 2015/2016.</p> <p><b>Remedial Action</b></p> <p>Additional staff resources have been allocated to this task to ensure progress is made in 2015/2016. The task was included in Council's adopted 2015/2016 Operational Plan to complete this project.</p>


## Critical Action

Code	Description	Progress	Comments
P7.1.1.3	<p>Council implements an energy and water conservation and efficiency program for Council buildings and facilities.</p> <p><b>Responsible Officer:</b> Director Strategy &amp; Environment</p>	 100%	<p>Over the past year a range of energy efficiency measures were implemented at the Thomas Carlyle Children's Centre. Planning for an LED lighting upgrade at Gordon Library is under way. A 40kW solar PV system has been installed at the North Turrumurra Sewer Treatment Plant, bringing Council's total solar capacity to 110.5kW (over double that of last year). Energy efficiency measures at the Arts Centre have resulted in a 43% reduction in energy consumption and a \$10,000 saving in the annual electricity bill. A 10kL tank was installed at the Wild Flower Garden Information Centre and a 250kL tank was installed as part of the B2 land subdivision, for outdoor irrigation.</p>

## Operational Plan Tasks

Code	Description	Progress	Comments
P7.1.1.3.1	<p>Implement prioritised energy and water conservation and efficiency works program.</p> <p><b>Responsible Officer:</b> <i>Manager Environment &amp; Sustainability</i></p>	 100%	<p>Installation of the following energy efficiency measures at the Thomas Carlyle Children's Centre have been undertaken - new ducted HVAC system, 18.5kW solar PV system, an LED lighting upgrade and draught proofing. The implementation of an LED lighting upgrade at Gordon Library has been planned and will be conducted in 2015/2016. A 40kW solar PV system has been installed at the North Turrumurra Sewer Treatment Plant. Council has also engaged consultants to undertake detailed energy efficiency feasibility studies at Gordon Library, Bridge Street depot, Suakin Street depot and the Ku-ring-gai Fitness and Aquatic Centre.</p> <p>As part of the B2 land subdivision a 250kL tank was installed to store run off from the additional hard surfaces. Also installed were 359 metres of pipes, and pumps, to re-direct water to the tanks at Auluba 1&amp;2 ovals, to be reused for irrigation. A 10,000L tank was also installed at the Wild Flower Garden Information Centre for outdoor irrigation.</p>

## Term Achievement

Code	Description	Progress	Stakeholders	Council Role
P7.1.2	<p>Usage of existing community buildings and facilities is optimised.</p> <p><b>Responsible Officer:</b> <i>Director Community</i></p>		Local Community Groups and Organisations, Residents	Deliver, Lead
<b>Comments</b>				
<p>Council's halls and meeting rooms continue to be well utilised by both permanent and casual hirers. Licence agreements with community and sporting groups have been systematically completed, and a number of community facilities have had significant improvements throughout the year.</p> <p>The Visitors Centre - the first point of contact for information about the Wildflower Garden, was opened in October 2014. The centre, which provides a retail area and native plant nursery, has had over 3,000 visitors in the 7 months since its opening.</p> <p>Caley's Pavilion, also at the Wildflower Garden, continues to attract bookings for weddings and corporate events, following refurbishment and new garden design in 2014.</p> <p>The North Turrumurra golf course has undergone significant changes with the opening of the stage 1 in April 2015, and improvements for a number of tennis courts have been undertaken through the sports courts renovation program.</p> <p>Progressing in accordance with Delivery Program - Year 2.</p>				



## Critical Action

Code	Description	Progress	Comments
P7.1.2.1	Provide accommodation for identified community services in line with Community Leasing Policy.  <i>Responsible Officer: Director Community</i>	<input checked="" type="checkbox"/> 100%	New community leases and licences were negotiated and/or completed during the period consistent with the 2014/2015 program. Council's halls and meeting rooms also continued to be well utilised by both permanent and casual hirers.

## Operational Plan Tasks




Code	Description	Progress	Comments
P7.1.2.1.1	Community leases are reviewed and implemented in-line with leasing policy.  <i>Responsible Officer: Manager Community &amp; Recreation Services</i>	<input checked="" type="checkbox"/> 100%	During the reporting period 9 new community leases/licences were negotiated or completed.  Leasing agreements with Cavalcade of History & Fashion, YMCA NSW, The Ku-ring-gai Neighbourhood Centre and Killara West Pymble Rugby Club were completed together with completed negotiations for new lease/licence agreements to Pymble-Turrumurra Preschool, Gordon Preschool, Roseville Kids Care, Northern Sydney Area Heath centres at Lindfield and St Ives.
P7.1.2.1.2	Provide community halls and meeting rooms to permanent and casual hirers.  <i>Responsible Officer: Manager Community &amp; Recreation Services</i>	<input checked="" type="checkbox"/> 100%	The received hire fees for the financial year exceeded budget by \$58,339. This achievement is significant since it represents an 18.8% increase in income over budget forecast. This is attributed to staff pro-actively encouraging new bookings and follow ups. In addition, upgrades at 4 venues were achieved, namely new music system upgrade at the Ku-ring-gai Town Hall, kitchen upgrade at West Lindfield Community Hall and new storage facilities at the Gordon Library Meeting Room.  Scheduled maintenance & repairs at some venues has presented challenges in finding alternative accommodation.

## Critical Action

Code	Description	Progress	Comments
P7.1.2.2	Review utilisation and determine expansion opportunities for St Ives Precinct.  <i>Responsible Officer: Director Community</i>	<input checked="" type="checkbox"/> 100%	The adoption of the St Ives Precinct Plan of Management in 2015 is a key step in progressing improvements across the St Ives Precinct. A range of programs have been introduced to encourage increased visitor numbers to the precinct, including hosted camp fire nights and junior rangers sessions. The ongoing capital improvements were focused on developing quality visitor experiences at the Wildflower Garden and the Visitors Centre. The Visitor Centre, which includes a retail area and native plant nursery, is the first point of contact for information about walks and programs at the precinct. The centre has had over 3,000 visitors in the 7 months since it was opened.  New partnerships have been developed with event providers, particularly

			<p>following the success of the Medieval Faire in September 2014. The Big Swing, another large scale event held in March 2015, however, did not attract anticipated numbers. While the attendances were disappointing, the possibilities of holding larger concerts were highlighted to external event providers.</p> <p>Caley's Pavilion at the Wildflower Garden continues to attract bookings for weddings and corporate events following refurbishment and new garden design in 2014.</p>
--	--	--	---


### Operational Plan Tasks

Code	Description	Progress	Comments
P7.1.2.2.1	<p>Promote the new Wildflower Garden facilities for community functions, corporate and educational programs.</p> <p><b>Responsible Officer:</b> <i>Manager Community &amp; Recreation Services</i></p>	 100%	<p>Caley's Pavilion has been used for three weddings in the last period with guests commenting on the quality of the facility. Bookings and inquiries are increasing for the upcoming spring and corporate bookings are increasing.</p> <p>Fred Watson Astronomy tours book the facility every month for their International Tours program and they average attendance of 70 people per meeting. A comprehensive marketing plan is being delivered to encourage corporate users and particularly weddings. The planning for the new Cultural Centre at the Wildflower Garden is under way to expand meeting and exhibition spaces available for the community.</p>
P7.1.2.2.2	<p>Undertake Stage 2 priority improvements to the Wildflower Garden and visitor facilities.</p> <p><b>Responsible Officer:</b> <i>Manager Community &amp; Recreation Services</i></p>	 100%	<p>The adoption of the St Ives Precinct Plan of Management in this reporting period is a key step in progressing a number of future recreational and other opportunities in the Precinct. The Visitor Centre continues to be very popular with visitors to the Wildflower Garden with 1,466 people logged in the last quarter. The gift shop and nursery at the Centre are well patronised being stocked with unique local products.</p> <p>The way finding signs are to be installed in August 2015 to assist with directions on the walking tracks from the Visitor Centre. Caley's Garden is being prepared and planted to provide a floral backdrop for garden weddings and photos. A Project Control Group is guiding plans for the provision of a cultural educational space at the Wildflower Garden with options to be developed for the next reporting period.</p> <p>The Showground has been busy with a range of running events including the Anzac Day Challenge and Raw Challenge, other events including Church and Scout Camps are in planning as well as precinct events.</p>
P7.1.2.2.4	<p>Implement programs to expand usage at the Wildflower Garden and St Ives Showground.</p> <p><b>Responsible Officer:</b> <i>Manager Community &amp; Recreation Services</i></p>	 100%	<p>The programs for the Precinct are developing with the Back To The 50's, The St Ives Medieval Faire, The Wildflower Arts and Crafts Garden Festival, The Polo Spectacular all being well received. The Plan of Management has been adopted by Council and an EOI is being prepared for recreation partners such as the High Ropes Course. The planning for the Regional Playground is continuing.</p>




			<p>The Showground program is being predicated on the involvement of more third party promoters who will take the risk on events. Council will support the promoters with marketing and logistical support. The Indian Curry Festival, The Raw Challenge, the Soccer Festival and the Summertime! Music Festival are all promoter driven events. Further infrastructure improvements need to be a priority to support increased visitation.</p>
--	--	--	--

### **Critical Action**

<b>Code</b>	<b>Description</b>	<b>Progress</b>	<b>Comments</b>
P7.1.2.3	<p>Tennis and court facilities are available for coaching, programs and social play.</p> <p><b>Responsible Officer:</b> Director Community</p>	 85%	<p>Council's tennis courts have seen a range of improvements for on-court and off-court facilities in 2015 through the sports courts renovation programs. A review of court usage identified courts that can support increased bookings however some locations such as Roseville Park are heavily booked by coaches and social players.</p> <p>Further strategies will be reviewed to increase participation across council's tennis courts such as Hot Shots, social tennis and working with Tennis NSW on new court and participation programs.</p> <p><b>Reason</b></p> <p>Further development of the online booking system is required for coaches and complex bookings.</p> <p><b>Remedial Action</b></p> <p>Work with the software developer and key information technology staff to achieve a workable system</p>


### **Operational Plan Tasks**

<b>Code</b>	<b>Description</b>	<b>Progress</b>	<b>Comments</b>
P7.1.2.3.1	<p>Improve visitor signage and promotion of the online booking system procedures for tennis hire.</p> <p><b>Responsible Officer:</b> Manager Community &amp; Recreation Services</p>	 85%	<p>The new signage at all tennis court venues is working effectively with the community and hirers of the courts. The online booking system continues to work efficiently for casual hirers and coaches. Ongoing education to our users is required as is the continual development of the software for annual and permanent users. The new Open Space Ranger position will monitor, educate and evaluate the unauthorised and unbooked usage of Council's 67 tennis courts. Further strategies will be reviewed to increase participation across Council's tennis courts such as Hot Shots, social tennis and working with Tennis NSW more effectively.</p> <p><b>Reason</b></p> <p>Further progression of the booking system is required.</p>





			<p><b>Remedial Action</b></p> <p>Work with software provider to achieve a fully functional and integrated bookings system.</p>
--	--	--	--



**Critical Action**

Code	Description	Progress	Comments
P7.1.2.4	<p>Golf courses are professionally managed in line with industry standards.</p> <p><b>Responsible Officer:</b> <i>Director Community</i></p>	 <p>82%</p>	<p>The North Turrumurra golf course has undergone significant changes with the opening of the stage 1 upgraded holes in April 2015. The old course and stage 2 are undergoing preparation for the re-opening of the entire new course in the next few months. The current Golf Professional will continue to manage the transition to the new holes and has relocated to a temporary pro-shop near the new practice putting and chipping areas. Marketing plans have been progressed to attract new golfers to this challenging and rewarding course layout. The future of the Gordon Golf Course will be determined following community consultation and master planning processes.</p> <p><b>Reason</b></p> <p>During the financial year the North Turrumurra Golf Course has been limited to 9 holes however full professional services and access to the course, lessons and other services have been maintained. At Gordon the provision of members services and professional golfing services has continued.</p> <p><b>Remedial Action</b></p> <p>The re- opening of the North Turrumurra Course in a few months to 18 holes will address the current playing limitations and present a high quality golf course for players. The completion of Council reports in relation to Gordon Golf Course will address the future opportunities for golf at Gordon.</p>

## Operational Plan Tasks

Code	Description	Progress	Comments
P7.1.2.4.1	<p>Market the new North Turrumurra course to existing and future customers with the course professional.</p> <p><b>Responsible Officer:</b> <i>Manager Community &amp; Recreation Services</i></p>	 80%	<p>Progress of the course upgrade has been advised on Council's website with further updates once the course is completed.</p> <p>New course cards have been printed displaying new holes information.</p> <p>New directional signage and flags have been prepared for installation on all holes.</p> <p>A series of family golf days and corporate days have been planned with the golf professional to launch the new course.</p> <p><b>Reason</b></p> <p>The final marketing of the course has been delayed until the official opening of the 18 holes.</p> <p><b>Remedial Action</b></p> <p>Marketing will proceed following the final handover of all golf holes in the next reporting period in 2015/2016. A task to market the new course is included in Council's adopted 2015/2016 Operational plan.</p>
P7.1.2.4.2	<p>Manage the transition to the new golf course at North Turrumurra Recreation Area.</p> <p><b>Responsible Officer:</b> <i>Manager Community &amp; Recreation Services</i></p>	 90%	<p>The North Turrumurra Recreation Area works on the golf course were progressed during the reporting period and a staged opening of the new course with 9 new holes took place in April 2015. A temporary Pro shop has been established near the practice area and 1st tee constructed. New course signage and cards are printed and ready for the full course opening. Opening of the entire 18 hole course is expected in the next few months once irrigation and drainage works are completed. This will allow a full course experience for golfers.</p> <p><b>Reason</b></p> <p>The project is close to completion with final works underway on irrigation for original holes and drainage works.</p> <p><b>Remedial Action</b></p> <p>The Project Manager has confirmed these works will be completed in July/August 2015 and full course opening will follow. A task to assist in the transition to the new golf course is included in Council's adopted 2015/2016 Operational plan.</p>




<p>P7.1.2.4.3</p>	<p>Review management and operational structure for Gordon Golf Course.</p> <p><b>Responsible Officer:</b> <i>Manager Community &amp; Recreation Services</i></p>	<p> 80%</p>	<p>The current golf course master-planning process, including pre-masterplan community consultation, has altered the direction of this task. The task cannot be progressed further until Council has considered recommendations regarding master-planning for the golf course.</p> <p><b>Reason</b></p> <p>The current golf course master-planning process, including pre-masterplan community consultation, has altered the direction of this task.</p> <p><b>Remedial Action</b></p> <p>Review the task following Council's adoption of a preferred approach for the golf course.</p>
<p>P7.1.2.4.4</p>	<p>Implement electronic card system for North Turramurra Golf Course.</p> <p><b>Responsible Officer:</b> <i>Manager Community &amp; Recreation Services</i></p>	<p> 80%</p>	<p>This project was delayed due to the focus on major course works and managing disruptions. Discussions have now progressed with the course professional and software providers as to how a new system can be implemented.</p> <p><b>Reason</b></p> <p>Service delivery during works at North Turramurra has delayed implementing any new card system.</p> <p><b>Remedial Action</b></p> <p>Costings for a new system will be investigated in early 2015/2016. It is proposed to include a task in the 2015/2016 Operational plan to complete this project.</p>




**Issue:** Improving the standard of our infrastructure.

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



**Term Achievement**

Code	Description	Progress	Stakeholders	Council Role
P8.1.1	Our public infrastructure and assets are planned, managed and funded to meet the community expectations, defined levels of service and address inter-generational equity.  <i>Responsible Officer: Director Strategy &amp; Environment</i>		Government Agencies, Community Groups, Residents	Deliver, Lead
<b>Comments</b>				
Effective management of the development contributions system continued with the delivery of key community infrastructure on recently acquired sites for both local parks and roads as well as other works wholly or partly funded by development. Progressing in accordance with Delivery Program - Year 2				


**Critical Action**

Code	Description	Progress	Comments
P8.1.1.1	Development Contributions Plans are updated and implemented.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 100%	On going updating of inflation by CPI and Established House Price Index (part of the Residential Property Prices Index) continues routinely on a quarterly basis promptly following release of the second index. We have fully investigated the possibility of carrying out a review but this remains an inappropriate time due to the on-going situation with regards to the contributions cap.

## Operational Plan Tasks

Code	Description	Progress	Comments
P8.1.1.1.1	Investigate a review of the contributions plan to take into account current census data, draft Sydney Metropolitan Strategy and local centres Local Environmental Plan and new planning legislation.  <i>Responsible Officer: Manager Urban Planning</i>	 100%	Completed previous reporting period.
P8.1.1.1.2	Manage current contributions system, receipting and indexation.  <i>Responsible Officer: Manager Urban Planning</i>	 100%	Updating of inflation by CPI and Established House Price Index (part of the Residential Property Prices Index) continues routinely on a quarterly basis promptly following release of the second index.

## Term Achievement

Code	Description	Progress	Stakeholders	Council Role
P8.1.2	Programs for infrastructure and asset maintenance management are delivered in accordance with the adopted Asset Management Strategy and Plans.  <i>Responsible Officer: Director Operations</i>		Government Agencies, Community Groups, Residents	Deliver


### Comments

Council completed the majority of its asset improvement programs under its capital works program. The roads and footpath budget was expended and the majority of projects were completed. A number of building upgrades were carried out and park improvements were undertaken at Allan Small Oval and Golden Jubilee Oval. A number of minor drainage works were also completed.

The delivery of Council's capital works program and improvement programs for footpaths, roads and drainage occurred substantially in accordance with agreed timetables and budgets for 2014-2015. Funding required to maintain, renew and upgrade our existing infrastructure is revised annually from Council's Asset Registers, Asset Management Plans and Asset Management Strategy.

Progressing in accordance with Delivery Program - Year 2.

## Critical Action

Code	Description	Progress	Comments
P8.1.2.1	Asset Management Plans are in place for all asset classes and identify community expectations and defined service levels.  <i>Responsible Officer: Director Operations</i>	 100%	During the reporting period an independent review of Council's asset data and funding requirements was completed. The revised information has been incorporated into the Resourcing Strategy, Asset Management Strategy and Asset Management Plans.




--	--	--	--


**Key Achievements**

Council has a full suite of Asset Management Plans for all asset classes.

**Operational Plan Tasks**

Code	Description	Progress	Comments
P8.1.2.1.1	<p>Revise Asset Management Plans to document maintenance, renewal and upgrade requirements in-line with community service levels.</p> <p><b>Responsible Officer:</b> <i>Manager Integrated Planning Property &amp; Assets</i></p>	 100%	<p>Throughout 2014/15 Council staff with the assistance of an independent consultant revised the technical and financial infrastructure asset data to determine the true condition of our assets and to ensure that adequate funding was being allocated to maintenance and renewal. As a result of the independent review, Council has been able to establish that the condition of some asset classes was far better that previously assessed, and that a number of improvements had occurred over the years that had not been captured correctly in the technical and financial registers. The independent review triggered further and ongoing investigation into how Council assesses satisfactory condition, the alignment between the technical and financial registers and improving asset inspection programs which resulted in a substantial reduction in the amount of our infrastructure backlog.</p>






**Critical Action**

Code	Description	Progress	Comments
P8.1.2.2	<p>Councils capital works and operational programs are delivered.</p> <p><b>Responsible Officer:</b> <i>Director Operations</i></p>	 95%	<p>The majority of programs were completed for 2014/2015 with Council's roads capital works program 95% completed and planned capital footpath works 90% completed.</p> <p>An estimated total 1550m of planned footpath capital works were completed with a further 460m completed under reconstruction of existing footpaths.</p>

**Key Achievements**

Road condition improvements were notable in Bobbin Head Road, Nambucca Avenue, Yarrabung Road and Killeaton Street. Footpaths connectivity was achieved from Auluba Oval to connect with the new B2 subdivision with Kissing Point Road.

## Operational Plan Tasks







Code	Description	Progress	Comments
P8.1.2.2.1	<p>Deliver annual capital works program on time and within budget.</p> <p><b>Responsible Officer:</b> Director Operations</p>	 95%	<p>The majority of programs were completed within planned times and budgets. This included:</p> <ul style="list-style-type: none"> <li>* All footpath renewal works were completed with the exception of Lofberg Road which is currently under construction.</li> <li>* The toilet upgrade program was completed.</li> <li>* Allan Small car park was completed and opened in March 2015.</li> <li>* The golf course works at NTRA were completed and 18 holes will be opened to the public at the end of July 2015.</li> <li>* The earthworks for the NTRA playing fields were completed in March 2015 and tenders are being prepared for the playing surface works, car park and amenities.</li> <li>* All sports court upgrades were completed as well as playground upgrades.</li> </ul>
P8.1.2.2.2	<p>Prepare draft capital works and renewal programs for Council's footpaths and roads for inclusion in Delivery Program.</p> <p><b>Responsible Officer:</b> Manager Engineering Operations</p>	 100%	<p>The 2015/2016 capital works lists were included in Council's Delivery Program and Operational Plan for public exhibition prior to Council's consideration and adoption.</p>
P8.1.2.2.3	<p>Complete road and footpath program on time and on budget.</p> <p><b>Responsible Officer:</b> Manager Engineering Operations</p>	 95%	<p>Council's roads capital works program was 95% completed and planned capital footpath works were 90% completed.</p> <p>For Road Capital Works, 129 blocks were completed out of a planned 132 blocks with some delays due to external agencies (eg Ausgrid) or re-scoping of works resulting in re-prioritisation and budget constraints.</p> <p>An estimated total 1,550m of footpath capital works were completed out of a planned 1,770m with a further 460m completed under reconstruction of existing footpaths. The planned footpath of 220m was deferred due to budget constraints.</p>
P8.1.2.2.4	<p>Prepare draft capital works and renewal programs for Council's drains for inclusion in Delivery Program.</p> <p><b>Responsible Officer:</b> Manager Engineering Operations</p>	 100%	<p>Completed previous reporting period.</p>
P8.1.2.2.5	<p>Complete drainage program on time and on budget.</p> <p><b>Responsible Officer:</b> Manager Engineering Operations</p>	 85%	<p>This program was partially completed in 2014/2015 with two drainage projects completed, three projects ready for construction and three projects with completed designs.</p> <p><b>Reason</b></p> <p>Delays were due to contractor unavailability and budget over-run on certain projects.</p> <p><b>Remedial Action</b></p>



			<p>Delays will be discussed with contractors with revised schedules and agreed deadlines. Projects with shortfall in budget will be deferred to a future work program.</p>
--	--	--	--

## Theme: Access, Traffic and Transport

### Performance Indicators

Code	Description	Baseline	Yearly Target	Units	Achieved Amount	Yearly Rating Image
T1.1.1.A	Additional footpath network.	Annual target of 0.9km. (Data source: Council)	0.9	km	2.3	
T1.1.1.B	Number of new and upgraded pedestrian facilities (bus stops, crossings, islands).	Annual target of 10 new or upgraded pedestrian facilities. (Data source: Council)	10	Number	11	
T1.1.1.C	Additional cycleway network.	Annual target of 2.5km of additional cycleway network. (Data source: Council)	2.5	km	0	
<p><b>Comment:</b> Physical additions to the cycleway network were not able to be progressed during 2014/2015 due to delays in resolving issues with the proposed Roseville 1 route and Turramurra 1 route. However during the previous 2013-2014 year Council exceeded the annual target by providing 5.0 km of signposted and resurfaced cycle route. The additional cycleway network achieved to date under Council's current Bike Plan totals 6.7km</p>						
T1.1.1.D	Number of new and upgraded bicycle facilities.	Annual target of 5 new or upgraded bicycle facilities. (Data source: Council)	5	Number	6	
T1.1.4.A	Use of alternative modes of transport: Bicycle count data.	Annual target of 5% average increase in bicycle trips. (Data source: Council)	5	%	0	
<p><b>Comment:</b> Reliable measurement data for the use of alternative modes of transport could not be obtained for 2014/2015 due to equipment technical faults. During the previous 2013-2014 year Council reported a 9% average increase in bicycle trips at sample sites.</p>						
T2.1.1.A	Reduction in the number of recorded collisions per year involving vehicles and pedestrians.	There were a total of 576 vehicle and pedestrian accidents, year to December 2012. (Data source: Roads and Maritime Services)	1.5	%	3.67	
<p><b>Comment:</b> The best available data provided from the RMS is for the period 1 July 2013 – 30 June 2014, with a twelve month time lag in statistics. During this period there were 499 accidents on all roads within the Ku-ring-gai local government area, equivalent to a 3.67% reduction from the previous year (518 accidents).</p>						



**Issue:** Integrated and accessible transport.

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

**Term Achievement**




Code	Description	Progress	Stakeholders	Council Role
T1.1.1	Public transport connections are accessible to all age groups and match the travel needs of the community.  <i>Responsible Officer: Director Operations</i>		Transport for NSW, Roads and Maritime Services, Department of Planning and Environment, Railcorp/CityRail, State Transit, Private Bus Companies	Facilitate, Advocate, Lead
<b>Comments</b>				
Access improvements continued to be implemented for pedestrians, bus passengers and cyclists, based on usage levels and designed to increase accessibility for all age groups. The final draft Pedestrian Access and Mobility Plan (PAMP) study by GHD consultants was provided to Council staff in late June 2015 with a report being provided to Council in the latter part of 2015. Delayed actions will be reviewed and progressed in the coming year - Year 2.				


**Critical Action**

Code	Description	Progress	Comments
T1.1.1.1	An improvement plan is being implemented for bus stops, bus shelters, bikeways and footpath networks having regard for the access, health and recreational needs of the community.  <i>Responsible Officer: Director Operations</i>	 85%	Work on the bus stop upgrades to comply with the Disability Discrimination Act requirements is progressing in association with Council's footpath programme. <b>Reason</b> There were delays due to higher priority works associated with footpath upgrades. <b>Remedial Action</b> More time will be available in the 2015/2016 programme to enable catch up of bus stop upgrades.


**Operational Plan Tasks**

Code	Description	Progress	Comments
T1.1.1.1.1	Work with Transport for NSW to co-ordinate and implement connections and upgrades to railway stations.  <i>Responsible Officer: Manager Traffic &amp; Transport</i>	 100%	A Wombat Crossing in Henry Street, Gordon was completed during the reporting period. The Gordon bus interchange was opened to the public in May/June 2015. Council's Strategic Traffic Engineer is co-ordinating with relevant authorities regarding the upgrade of other railway stations in Ku-ring-gai.

T1.1.1.1.2	<p>Ensure consistency between Council policies and the Integrated Transport Strategy.</p> <p><b>Responsible Officer:</b> <i>Manager Traffic &amp; Transport</i></p>	 100%	<p>Compliance between Council's standard drawings and Bus Stop Guidelines/AS1428 (Accessibility) was assessed and confirmed. Council's standard bus stop drawings were developed in consultation with the Accessibility Consultant. Consultation with bus companies regarding the development of the priority of order has been under way.</p>
T1.1.1.1.3	<p>Progressively implement the Pedestrian Access and Mobility Plan in local centres.</p> <p><b>Responsible Officer:</b> <i>Manager Traffic &amp; Transport</i></p>	 75%	<p>GHD consultants provided a final draft of the Pedestrian Access and Mobility Plan (PAMP) to Council in June 2015 which has delayed implementation. Early findings of the draft PAMP study are being used to guide provision of facilities in major projects (such as the Lindfield Community Hub/Village Green) as well guide pre-Development Application comments in relation to a residential development in Pymble.</p> <p><b>Reason</b></p> <p>The final draft study document was provided to Council in June which has delayed the progress of this Task.</p> <p><b>Remedial Action</b></p> <p>A report will be presented to Council seeking approval for public exhibition during the second half of 2015. Once the plan is adopted by Council, formal and progressive implementation can occur.</p>
T1.1.1.1.4	<p>Complete stage 1 and stage 2 of the Bike Plan.</p> <p><b>Responsible Officer:</b> <i>Manager Traffic &amp; Transport</i></p>	 75%	<p>With the Turrumurra 4 route, further investigations were undertaken in February with the local bicycle user group (BUG) with a final option to be developed once feedback received from the local Bicycle User Group.</p> <p>During March, further consultation was undertaken with directly affected residents for the Roseville 1 route, with some data collection undertaken in May 2015.</p> <p>Both projects were intended to be completed this financial year, since RMS grant funding was offered for this year. However, with both projects, no physical construction has commenced and therefore the terms of RMS grant (although only a modest dollar amount) would not be fulfilled.</p> <p><b>Reason</b></p> <p>It is intended to resolve the outstanding issues attached to both projects in the latter half of 2015, and fully fund them from funds available in the sustainable transport component of the Environmental Levy.</p> <p>It may also be possible to re-applying for funding in the next available program (2016/2017) which is due at the end of July 2015.</p> <p><b>Remedial Action</b></p> <p>It is intended to resolve the outstanding issues attached to both projects in the 3rd quarter of 2015, and fully fund them from funds available in the sustainable transport component of the environmental levy.</p> <p>It may also be possible to re-applying for funding in the next available program (2016/2017) which is due at the end of July 2015.</p>

T1.1.1.1.5	<p>Complete upgrades to at least 171 bus stops in accordance with Disability Discrimination Act requirements and Strategic Transport Advisors' recommended action plan (to meet the 2007 target).</p> <p><b>Responsible Officer:</b> <i>Manager Engineering Operations</i></p>	 75%	<p>A number of upgrades were undertaken in association with Councils footpath program works and various strategic bus corridor sites.</p> <p><b>Reason</b></p> <p>The delay in completing bus upgrade works was due to staff being involved in repairs to roads and road embankments caused by the April 2015 storms.</p> <p><b>Remedial Action</b></p> <p>Review availability of time and program in 2015/2016.</p>
------------	--	--	--

### Term Achievement


Code	Description	Progress	Stakeholders	Council Role
T1.1.2	<p>A network of safe and convenient links to local centres, major land uses and recreation opportunities is in place.</p> <p><b>Responsible Officer:</b> <i>Director Strategy &amp; Environment</i></p>		Community Groups	Deliver

### Comments

Work continued on providing a network of safe and convenient walking paths, bikeway links and support facilities for local centres, major land uses and recreational facilities. This included the delivery of footpath improvements works and new and upgraded pedestrian facilities. Planning is underway for new bicycle facilities at selected railway stations and Lindfield Local Centre.

Progressing in accordance with Delivery Program - Year 2.



### Critical Action

Code	Description	Progress	Comments
T1.1.2.1	<p>Implement appropriate recommendations from the Ku-ring-gai Integrated Transport Strategy.</p> <p><b>Responsible Officer:</b> <i>Director Strategy &amp; Environment</i></p>	 100%	<p>The recreational trails listed in the Contributions Plan 2010 have been assessed and draft priorities prepared by staff from the Environmental Levy, Open Space Planning and Design teams. No funding is currently available to complement S.94 component (17%) for 2015/2016 however funding sources, including grants, will continue to be investigated.</p> <p>Work continued to ensure inclusion of bicycle parking facilities in key council projects.</p>


### Key Achievements

Integrated comprehensive network of safe and convenient links to local centres, major land uses and recreation opportunities is being planned for the strategic local centres of Lindfield, Gordon and Turramurra for pedestrians and cyclists.


## Operational Plan Tasks

Code	Description	Progress	Comments
T1.1.2.1.1	Investigate funding opportunities to deliver prioritised recreational trails and link paths identified in the Contribution Plans 2010.  <i>Responsible Officer: Manager Strategic Projects</i>	 100%	The recreational trails listed in the Contributions Plan 2010 have been assessed and draft priorities prepared by staff from the Environmental Levy, Open Space Planning and Design teams. No funding is currently available to complement S.94 component (17%) for 2015/2016 however funding sources including grants will continue to be investigated.
T1.1.2.1.2	Incorporate the provision of bicycle facilities in key locations.  <i>Responsible Officer: Manager Urban Planning</i>	 100%	Work continued to ensure inclusion of bicycle parking facilities in key council projects, including: * Lindfield Village Green: the three options that were on exhibition include provision for bicycle parking, with one option providing other ancillary bicycle support facilities * Lindfield Community Hub; * Turramurra Community Hub; and * Gordon Civic Hub.

## Term Achievement

Code	Description	Progress	Stakeholders	Council Role
T1.1.3	Advocate to relevant government agencies and private companies for integrated public transport facilities and service improvements that meet community needs.  <i>Responsible Officer: Director Strategy &amp; Environment</i>		Transport for NSW, Roads and Maritime Services, State Transit, Northern Sydney Region of Councils	Advocate, Lead
<b>Comments</b>				
Council officers participated in both local and regional transport initiatives for improved bus and rail infrastructure for residents and commuters, in particular the Gordon interchange and commuter carpark works, which commenced during the year. Contributions to traffic and transport studies for the Lindfield Community Hub and Commuter Car Park projects continued. Investigations into community transport and local shuttle bus service provision were limited and these will be continued in 2015/2016. Delayed actions will be reviewed and progressed in the coming year - Year 2.				



## Critical Action




Code	Description	Progress	Comments
T1.1.3.1	<p>Liaise with State agencies to provide improved commuter parking and bus interchanges.</p> <p><b>Responsible Officer:</b> Director Strategy &amp; Environment</p>	 78%	<p>Overall good progress has been made on the planning and delivery with state agencies of improved commuter parking and bus interchanges at Gordon, Lindfield and Turramurra.</p> <p><b>Reason</b></p> <p>Competing priorities from other transport programs and some metropolitan transport programs under the Plan for Growing Sydney need to be further progressed at the state government level and NRSOC level prior to these programs being further progressed e.g metro bus services</p> <p><b>Remedial Action</b></p> <p>The local and regional transport initiatives will be further progressed during the next reporting period and assisted by State Government Plans in place and associated funding sources.</p>

### Challenges

Planning and preparing for projects under Councils Integrated Transport Strategy in line with regional and state government planning and delivery time frames and budgets.


## Operational Plan Tasks

Code	Description	Progress	Comments
T1.1.3.1.1	<p>Lobby Transport for NSW in the provision of additional commuter car parking at priority rail stations.</p> <p><b>Responsible Officer:</b> Manager Urban Planning</p>	 100%	<p>During the 6 months to June 2015, work continued on coordinating the interface between the Gordon Bus Interchange and Commuter Car Park project (Transport for NSW) and the proposed St Johns Avenue, Gordon streetscape improvements works (Council). The Bus Interchange and Commuter Car Park commenced operation in early June 2015.</p> <p>Investigations and discussions have continued with Transport for NSW regarding the option of splitting the proposed 240 commuter parking spaces at Lindfield (Transport for NSW) across the Lindfield Community Hub site and the Lindfield Village Green site.</p>
T1.1.3.1.2	<p>Advocate with Transport for NSW and bus providers for new Metrobus Services.</p> <p><b>Responsible Officer:</b> Manager Urban Planning</p>	 100%	<p>Advocacy for improvements to the Mona Vale - Macquarie Park bus route have been raised as part of the Sub Regional Planning (A Plan for Growing Sydney) technical workshops held by NSW Department of Planning &amp; Environment.</p>

T1.1.3.1.3	<p>Investigate the flexible delivery of shuttle bus services undertaken by other councils.</p> <p><b>Responsible Officer:</b> <i>Manager Urban Planning</i></p>	 40%	<p>Initial investigations included the Ryde City Council "Ryder" Community Bus Service, which was downsized from six days to four days a week (and could cease altogether unless Ryde City Council can secure more sponsorship funding). A report reviewing Willoughby City Council's "The Loop" shuttle bus service was also obtained for review.</p> <p>Due to other work priorities, no further investigations were undertaken into shuttle bus services undertaken by other councils.</p> <p><b>Reason</b></p> <p>Other work priorities have resulted in this Task being delayed.</p> <p><b>Remedial Action</b></p> <p>Further work on this Task will be limited in the short term, and subject to other priorities.</p>
T1.1.3.1.4	<p>Continue investigation for a high frequency shuttle bus service (St Ives, Pymble, Gordon).</p> <p><b>Responsible Officer:</b> <i>Manager Urban Planning</i></p>	 50%	<p>Initial investigations (St Ives, Pymble, Gordon) have commenced as part of the networking program for improved bus interchanges and commuter car parking. However, due to other work priorities, only limited investigations have been undertaken into a high frequency shuttle bus service.</p> <p><b>Reason</b></p> <p>Other work priorities have resulted in this Task being delayed.</p> <p><b>Remedial Action</b></p> <p>Further work on this Task will be limited in the short term, and subject to other priorities.</p>
T1.1.3.1.5	<p>Investigate opportunities for community transport.</p> <p><b>Responsible Officer:</b> <i>Manager Urban Planning</i></p>	 100%	<p>Further investigations into potential local and regional community transport services have continued. Northern Sydney Regional Organisation of Councils (NSROC) "Regional Priorities 2014-2016" document (published in October 2014) has provided an opportunity and method for Councils (including Ku-ring-gai) to gain better recognition and support for local and regional transport solutions, including Community transport. Additional work into potential local and regional community transport services were delayed due to other work priorities, however Council via the NSROC planners was represented at a forum on in June 2015 - where Transport for NSW seeking Councils' input into an options paper on Community/Flexible Transport, as part of their role in Northern Sydney Regional Ageing Strategy.</p>




## Term Achievement

Code	Description	Progress	Stakeholders	Council Role
T1.1.4	The community is informed, educated and encouraged to use alternative forms of transport.  <i>Responsible Officer: Director Strategy &amp; Environment</i>		Community Groups, Residents	Advocate, Educate, Promote




### Comments

A range of programs were successfully delivered to raise awareness and educate the community to use alternative forms of transport. These focussed on school communities walking to school and the promotion of cycling to the wider community through Council events.  
Delivery of contributing Critical Actions and Tasks are under review - Year 2.

## Critical Action

Code	Description	Progress	Comments
T1.1.4.1	Information and education programs focus on alternatives to private car use.  <i>Responsible Officer: Director Operations</i>	 68%	Work is continuing with the development of community education for alternatives forms of transport. The recently upgraded interchange at Gordon will assist with this process. <b>Reason</b> This mostly relies on working with State Government Departments. Council can assist where possible. <b>Remedial Action</b> Continue to work with the State Government.

## Operational Plan Tasks

Code	Description	Progress	Comments
T1.1.4.1.1	<p>Education programs are developed to include alternative modes of transport.</p> <p><b>Responsible Officer:</b> <i>Manager Urban Planning</i></p>	 100%	<p>Following the Ride2Work Day event held in October 2014, it is proposed to hold this event again in October 2015.</p> <p>In conjunction with staff from Sustainability and Environment, planning for this event is expected to commence in the second half of 2015, when the event is formally announced.</p>
T1.1.4.1.2	<p>Prepare and implement Workplace Travel Plan.</p> <p><b>Responsible Officer:</b> <i>Manager Urban Planning</i></p>	 0%	<p>The Workplace Travel Plan was expected to progress during 2015, in line with the timetable for the relocation to the new Council Chambers at 828 Pacific Highway Gordon. Council has subsequently resolved to defer the relocation of the Council Chambers to 828 Pacific Highway.</p> <p><b>Reason</b></p> <p>Council resolved to defer the relocation of the Council Chambers to 828 Pacific Highway.</p> <p><b>Remedial Action</b></p> <p>The task cannot proceed due to the decision to defer the relocation of the Council Chambers to 828 Pacific Highway.</p>
T1.1.4.1.3	<p>Engage with school communities to encourage alternative transport.</p> <p><b>Responsible Officer:</b> <i>Manager Urban Planning</i></p>	 36%	<p>From the Macquarie University Post-Graduate students project which explored alternative transport options in Ku-ring-gai, activities were being considered to encourage schools to focus on alternatives to private car use, including a Ride2School or Walk2School day in conjunction with Council's Road Safety Officer (and subject to resources). This requires a school to partner with Council in participating and promoting the event, as well as a school that is close to useful cycling and pedestrian facilities.</p> <p><b>Reason</b></p> <p>Due to other priorities during the reporting period, no progress has been made in engaging with schools.</p> <p><b>Remedial Action</b></p> <p>Further work on this task from Strategy will be limited in the short term, and subject to other priorities.</p>

**Issue:** Local road network.

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

**Term Achievement**

Code	Description	Progress	Stakeholders	Council Role
T2.1.1	Road network safety and efficiency are improved and traffic congestion is reduced.  <i>Responsible Officer: Director Operations</i>	<input checked="" type="checkbox"/>	Roads and Maritime Services, Northern Sydney Region of Councils	Deliver, Lead
<b>Comments</b>				
Improvements to the safety and efficiency of the road network were implemented consistent with Council's 2014/2015 Operational Plan and Contributions Plan. The Traffic and Transport Policy was reviewed and adopted by Council in February 2015. All road safety education programs were delivered in 2014/2015. Progressing in accordance with Delivery Program - Year 2.				

**Critical Action**

Code	Description	Progress	Comments
T2.1.1.1	Implement road network improvements based on 10 year Traffic and Transport Plan.  <i>Responsible Officer: Director Operations</i>	<input checked="" type="checkbox"/> 100%	The Traffic and Transport Policy was updated in March 2015. Work is progressing on the update of the projects listed in the 10 Year Traffic and Transport Plan.
<b>Key Achievements</b>			
The Traffic and Transport Policy was updated in March 2015 and the projects and programs are being implemented to improve the road network safety and efficiency and reduce traffic congestion.			

**Operational Plan Tasks**

Code	Description	Progress	Comments
T2.1.1.1.1	Update the 10 year Traffic and Transport Program.  <i>Responsible Officer: Manager Traffic &amp; Transport</i>	<input checked="" type="checkbox"/> 100%	The Traffic and Transport Policy was updated in March 2015. Work is progressing on the update of the projects listed in the 10 Year Traffic and Transport Plan.

## Critical Action

Code	Description	Progress	Comments
T2.1.1.2	<p>Parking is managed to balance the supply and demand of available parking spaces.</p> <p><b>Responsible Officer:</b> Director Development &amp; Regulation</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Council Rangers continue to regulate parking within the area in accordance with Council's Traffic Management Plan and Compliance Policy. Over 14,000 penalty infringement notices were issued for parking offences in the 2014/2015 Financial year, totalling fines in excess of \$2,080,000.</p> <p>Officers also responded to 1,149 parking complaints for varying offences. 863 were received for general on-street offences, 88 were received for car park offences and 198 for alleged blocked driveways. The customer request figures are consistent with previous reporting periods.</p> <p>Council Parking Rangers were also pro-active in monitoring and enforcing safety outside schools and council car parks. The use of the licence plate recognition technology has assisted in the regulation of car parks, realising a 21% increase in penalties issued for the offence of overstaying the time allocation.</p> <p>The pay and display ticket machines at Culworth Avenue car park suffered vandalism however the damage did not include loss of coin collection. In an attempt to address this, a new solar powered pay and display machine has been installed, that is credit card capable, with the previous model being refurbished, with a view to relocation within the reconfigured car park. Notwithstanding, the partial sale of Culworth Avenue car park has affected the income return for this asset by 29%.</p>

## Operational Plan Tasks

Code	Description	Progress	Comments
T2.1.1.2.1	<p>Progress investigations into paid parking at Coonanbarra Road carpark (Wahroonga).</p> <p><b>Responsible Officer:</b> Director Operations</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>A revised parking layout has been distributed to the shop owners and businesses in the Wahroonga Shopping Centre. The Chamber of Commerce was consulted on the draft plan and indicated its support prior to distribution. This will be reported to the August meeting of the Traffic Committee. It was decided not to proceed with paid parking as an option for the main car park due to the high level of opposition from the residents and shop keepers.</p>
T2.1.1.2.2	<p>Regulatory enforcement is undertaken in accordance with Council's Compliance Policy.</p> <p><b>Responsible Officer:</b> Manager Compliance &amp; Regulation</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>During this reporting period Council Rangers have conducted the safety school campaign around school zone areas. This reporting year Council received 1,149 parking complaints for varying offences. 863 were received for general on-street offences, 88 were received for car park offences and 198 for alleged blocked driveways. These figures are consistent with previous reporting periods. Council Parking Rangers were very pro-active in monitoring and enforcing Council car parks. The use of the licence plate recognition technology is ensuring compliance within the car park areas.</p>

T2.1.1.2.3	Further assess number plate recognition technology.  <b>Responsible Officer:</b> <i>Manager Compliance &amp; Regulation</i>	<input checked="" type="checkbox"/> 100%	Council's Rangers utilised the licence plate recognition technology within Council's car park areas. The use of the technology has enable the Rangers team to increase our patrols throughout Ku-ring-gai which has seen an increase of 21% from the previous years reporting period for penalty notices issued to vehicles not complying with the time restrictions.
------------	---	---	---

**Issue:** Regional transport network.

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

### Term Achievement

Code	Description	Progress	Stakeholders	Council Role
T3.1.1	A strategic access, traffic and transport plan is being implemented for the Northern Sydney Region.  <b>Responsible Officer:</b> <i>Director Strategy &amp; Environment</i>	<input checked="" type="checkbox"/>	Transport for NSW, Roads and Maritime Services, State Transit, Northern Sydney Region of Councils, Private Bus Companies, Department of Planning and Environment	Deliver, Advocate

### Comments

Council continued to advocate through Northern Sydney Region Organisation of Councils (NSROC) for access, traffic and transport recommendations in the Ku-ring-gai Integrated Transport Strategy. This initially included pursuing regional collaboration to progress the State Significant Infrastructure Project F3 – M2 Motorway and more recently, preparing Council's submission to the Environmental Impact Statement (EIS) for the proposed 'NorthConnex' (M1 – M2) motorway link. There will be continued advocacy through NSROC to progress projects in the recent NSW Government's 'Northern Beaches Transport Action Plan' that benefit NSROC and Ku-ring-gai.  
Progressing in accordance with Delivery Program - Year 2.


### Critical Action

Code	Description	Progress	Comments
T3.1.1.1	Collaborate with regional partners to pursue a Northern Beaches transit link.  <b>Responsible Officer:</b> <i>Director Strategy &amp; Environment</i>	<input checked="" type="checkbox"/> 100%	The main policy documents, to promote the link will be through the Plan for Growing Sydney (released by the Department of Planning and Environment) and the Long Term Transport Master Plan 2014. Further regional/ local planning will take place under the North Subregional planning process during 2015.


### Key Achievements

The main policy documents, to promote the link will be through the Plan for Growing Sydney (released by the Department of Planning and Environment) and the Long Term Transport Master Plan 2014. Regional/ local transport planning is being pursued under the Council's input into the North Subregional planning process.

## Operational Plan Tasks

Code	Description	Progress	Comments
T3.1.1.1.1	Participate in NSROC programs to advocate for and present Ku-ring-gai's policy objectives.  <i>Responsible Officer: Manager Urban Planning</i>	 100%	Council officers have continued to present Ku-ring-gai's policy objectives through NSROC programs. During the six (6) months to June 2015, activity from the NSROC Transport Group regarding the Northern Beaches transit group has been overtaken by the north sub regional technical planning workshops has commenced by the NSW Planning and Environment - with information session on new process for developing the sub regional plans.


## Critical Action

Code	Description	Progress	Comments
T3.1.1.2	Pursue regional collaboration to progress the F3 to M2 Motorway link.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 100%	Council's submission to the NorthConnex project was completed and considered at Council's meeting of 9 September 2014. Comments provided in the submission were in relation to construction traffic issues associated with site compounds, and strategic traffic issues and associated environmental and heritage issues.

## Key Achievements


Council has pursued regional collaboration to progress the F3 to M2 Motorway link and made a formal submission on the NorthConnex project as part of the transport plan for the Northern Sydney Region.

## Operational Plan Tasks

Code	Description	Progress	Comments
T3.1.1.2.1	Continue to work with relevant agencies to progress the F3 to M2 link.  <i>Responsible Officer: Manager Urban Planning</i>	 100%	The NorthConnex project received approval from NSW Planning & Environment in early January 2015. Early works commenced in February 2015. Council's role in the project is now minimal, with the project contractors now dealing with Council's Operations department on construction and traffic management issues as they arise.




## Critical Action

Code	Description	Progress	Comments
T3.1.1.3	Implement road network improvements identified in the Ku-ring-gai Contributions Plan 2010.  <b>Responsible Officer:</b> Director Operations	 100%	During the period work continued on the Lindfield Local Centre transport planning. The Gordon bus interchange upgrade project was completed with improvements to pedestrian crossings and accessibility. There is ongoing design and planning for a roundabout at the intersection of Henry Street and the underpass in Gordon.

## Key Achievements

Completion of the Gordon Bus Interchange Project.

## Operational Plan Tasks

Code	Description	Progress	Comments
T3.1.1.3.1	Plan for works in response to development in local centres.  <b>Responsible Officer:</b> Manager Urban Planning	 100%	Works in the Ku-ring-gai Contributions Plan 2010 have been included in the 10 year Traffic and Transport Plan and the Long Term Financial Plan, along with indicative timings. These works are typically development driven and will depend on the development occurring in the local centres.  Projects of note during the reporting period include: * Lindfield Local Centre transport planning - planning for new traffic signals at the intersection of Lindfield Avenue and Tryon Road, and cycle route facilities along Kochia Lane are being included as part of the Lindfield Village Green Project concept plan development. * Lindfield Local Centre transport planning - a new road link between Bent Street and Beaconsfield Parade has been included in the Lindfield Community Hub concept plans. * Gordon Local Centre transport planning - preparation of a preliminary design has commenced for the construction of a roundabout at the intersection of Henry Street and the underpass road, to support the operation of the Gordon Bus Interchange and Commuter Car Park. * Gordon Local Centre transport planning - construction commenced for a new link road between Dumaresq Street and McIntyre Street. The compulsory acquisition process has commenced for the remaining portion of the link road between Dumaresq Street and Moree Street.

## Term Achievement

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

### Comments

A program of prioritised works has been developed and is being implemented in partnership with the State government to improve the efficiency of major roads. Submissions for Black Spot programs and other traffic improvements were submitted to the Roads and Maritime Services (RMS) and awaiting outcomes of grants.  
Progressing in accordance with Delivery Program - Year 2.

## Critical Action







Code	Description	Progress	Comments
T3.1.2.1	A program of prioritised works has been developed and is being implemented in partnership with State government to improve the efficiency of major roads.  <i>Responsible Officer: Director Operations</i>	<input checked="" type="checkbox"/> 100%	Funding nominations for the 2015/2016 Blackspot Program were submitted to the Roads and Maritime Service (RMS). The Clearway for Mona Vale Road was considered at the Ku-ring-gai Traffic Committee meeting of 19 February 2015. Council is awaiting responses to Council's submissions.

## Operational Plan Tasks

Code	Description	Progress	Comments
T3.1.2.1.1	Pursue funding opportunities with Roads and Maritime Services for improvement works on Regional roads and at Blackspot locations.  <i>Responsible Officer: Manager Traffic &amp; Transport</i>	<input checked="" type="checkbox"/> 100%	Council's 2015/2016 Black Spot Program (Federal, 100% funded) nomination was submitted on 28 August 2014 for road pavement resurfacing on Burns Road, Wahroonga (intersection with Clissold Road). Other sites on Council's ranked list of traffic management works were found to be ineligible due to low collision history.  A 2015/2016 Blackspot Program (RMS, 50% funded) nomination was submitted on 26 September 2014 for a roundabout in Henry Street, Gordon (at intersection with the railway underpass road). Successful nominations for the 2015/2016 program have not yet been notified to Councils  Council has received notification from the RMS regarding the details around the 2016/2017 program with submissions due 31 July 2015. Sites are being considered for eligibility to the funding program.

## Theme: Local Economy and Employment

### Performance Indicators

Code	Description	Baseline	Yearly Target	Units	Achieved Amount	Yearly Rating Image
E1.1.1.A	Businesses in Ku-ring-gai Local Government Area (LGA).	In 2011/2012 there were an estimated 13,499 local businesses in Ku-ring-gai Local Government Area (LGA). (Data source: National Institute of Economic and Industry Research (NIEIR))	13,499	Businesses	13,478	
E1.1.1.B	Economic employment promotion initiatives delivered or facilitated by Council.	Completion of agreed annual program. (Data source: Council)	100	%	100	
E1.1.1.C	Local jobs in Ku-ring-gai Local Government Area (LGA).	In 2011/2012 there were an estimated 34,835 local jobs in Ku-ring-gai LGA, equivalent to 0.97% of total jobs in NSW. (Data source: National Institute of Economic and Industry Research (NIEIR))	34,835	Local jobs	35,413	
E2.1.1.A	Participants involved in economic employment forums, workshops and initiatives facilitated by Council.	Annual target of 45 participants. (Data source: Council)	45	Participants	100	
E3.1.1.A	Visitation promotion initiatives delivered or facilitated by Council.	Completion of agreed annual program. (Data source: Council)	100	%	100	
E3.1.2.A	Visits to selected Ku-ring-gai attractions.	In 2012/2013 there were 12,384 visits to the Ku-ring-gai Wildflower Garden. (Data source: Council)	12,000	Visits	20,500	
<p><b>Comment:</b> The significantly increased number of visits to the Ku-ring-gai Wildflower Garden is due to the successful new Visitor Centre, gift shop and nursery, Caley's Pavilion, and marketing of the facilities for weddings, corporate events and training.</p>						

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

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


**Term Achievement**

Code	Description	Progress	Stakeholders	Council Role
E1.1.1	Ku-ring-gai's opportunities and assets are promoted to strengthen and attract business and employment to the area.  <i>Responsible Officer: Director Community</i>	<input checked="" type="checkbox"/>	Chambers of Commerce, Local Business Associations, Business and Land Owners, Developers, Government Agencies	Facilitate, Lead
<b>Comments</b>				
<p>A comprehensive review of existing economic strategies was conducted to identify key drivers and opportunities to enhance business growth in Ku-ring-gai. Council's Economic and Social Development working group has been reviewed and is currently focussing on a number of new initiatives throughout the local government area: for example the Small Biz Bus demonstrated how Council is engaging with professionals to research how to attract business to the local government area. Additionally, work has commenced with local businesses, Chambers of Commerce, neighbouring Councils and Northern Sydney Region Organisation of Councils, to develop a regional economic plan that will promote and enhance economic opportunities for Ku-ring-gai, and the local economy within the Northern Sydney region. Neighbourhood newsletters were developed to communicate specific improvements, including the upgrade to the Princes Street shops and the revitalised Philip Mall in West Pymble. Council is also working with state government agencies and other stakeholders to promote business opportunities in the local government area.</p> <p>Progressing in accordance with Delivery Program - Year 2.</p>				


**Critical Action**

Code	Description	Progress	Comments
E1.1.1.1	Research opportunities to strengthen and attract business to Ku-ring-gai.  <i>Responsible Officer: Director Community</i>	<input checked="" type="checkbox"/> 100%	<p>During 2014/2015 the Economic Development Unit and the Economic and Social Development Advisory Committee (ESDAC) facilitated Business Breakfasts with the objective of strengthening business community connections by bringing them together. The Small Biz Bus visited two locations offering advice to small business and prospective new businesses. ESDAC considered a number of business ventures and Council provided funds through the Better Business Partnerships for improvements to small business.</p> <p>During the second half of the reporting year the consultation campaign for the Lindfield Community Hub and Lindfield Village Green, part of Council's Activation Program, were the main focus. Once completed, these projects will attract business and employment to the area. Initial consultation was also undertaken for the Turrumurra Activation project during the reporting period.</p>


## Operational Plan Tasks

Code	Description	Progress	Comments
E1.1.1.1.1	<p>Promote key aspects of Ku-ring-gai's economy via Council's website and the Economic and Social Development Advisory Committee (ESDAC).</p> <p><b>Responsible Officer:</b> <i>Manager Corporate Communications</i></p>	 100%	<p>During 2014/2015 Council's website was updated to include a greater variety of information to assist small businesses and promote the activities of the Economic and Social Development Advisory Group (ESDAC). This included the promotion of the Small Biz Bus initiative and Business Breakfasts that helped provide advice and guidance to local businesses.</p> <p>In addition we promoted our grants and funding for new initiatives like the Wahroonga Food and Wine Festival, along with our ongoing support for the Better Business Partnership.</p> <p>Opportunities to strengthen and attract businesses to Ku-ring-gai were provided via the Lindfield Village Green and Hub projects.</p> <p>Council's website, social media and local media have been used to promote and support Ku-ring-gai business.</p>


## Critical Action

Code	Description	Progress	Comments
E1.1.1.2	<p>Develop a strategic program in collaboration with economic partners, to promote Ku-ring-gai as a place to invest in business and employment generating activities.</p> <p><b>Responsible Officer:</b> <i>Director Community</i></p>	 100%	<p>During 2014/2015 Council worked on a number of large projects such as Activate Lindfield and Turramurra with the objective of encouraging better opportunities for new businesses to locate in Ku-ring-gai. The Community Hub site at Lindfield has a number of proposed designs including significant retail development.</p> <p>The Expression of Interest (EOI) and selective tender for the St Ives Organic Fresh Food Markets was finalised and an operator appointed. Subject to development approval the markets will occur every week at the St Ives Old School site. During the period Council also facilitated the introduction of monthly markets at the East Lindfield community centre.</p>


## Operational Plan Tasks

Code	Description	Progress	Comments
E1.1.1.2.1	<p>Work with economic partners to identify business investment opportunities and gaps.</p> <p><b>Responsible Officer:</b> <i>Manager Corporate Communications</i></p>	 100%	<p>Over the past year Council has forged stronger relationships with local and regional organisations and associations to help our local business community. Council presented and hosted members of the Ku-ring-gai Local Chamber of Commerce at a lunch in September, as well as provided ongoing support to the programs of the Better Business Partnership. Our partnership with Sydney Business Limited and NSW Small Business Commissioners Office helped secure the Small Biz Bus for a day at Turramurra Local Centre and Wahroonga Neighbourhood Centre in December.</p> <p>Our partnership with Sydney Business Limited and NSW Small Business Commissioners Office continues with a visit planned for St Ives and Lindfield centres.</p> <p>The Community Hub site at Lindfield has a number of proposed design options including significant retail and commercial development.</p>

## Critical Action

Code	Description	Progress	Comments
E1.1.1.3	<p>Build partnerships with business and stakeholders to promote business opportunities.</p> <p><b>Responsible Officer:</b> <i>Director Community</i></p>	 100%	<p>A series of Business Breakfasts have been held during the reporting period resulting in a strong network of business people who are able to promote their businesses to each other. Discussions were held with business owners in Turramurra and Lindfield regarding major activation projects.</p> <p>The St Ives Old school Organic and Fresh Food permanent market was finalised and work was undertaken with the Office of the Small Business Commissioner regarding Small Business Friendly Councils Program.</p>

## Operational Plan Tasks

Code	Description	Progress	Comments
E1.1.1.3.1	<p>Work with identified stakeholders to promote business opportunities.</p> <p><b>Responsible Officer:</b> <i>Manager Corporate Communications</i></p>	 100%	<p>Council attended two Chamber of Commerce meetings and presented the plans and opportunities for the Village Green to Chamber members in September. This helped build their understanding and knowledge of the opportunities of the new project not only to the local Lindfield community but also the Lindfield economy. In addition, we worked with the Chamber to help promote Council's Business Breakfast program.</p> <p>The tender for the Organic and Fresh Food Market at the old school site in St Ives was finalised creating a weekly business opportunity. Council also facilitated and promoted the introduction of the monthly markets at East Lindfield.</p>



E1.1.1.3.2	<p>Engage the business community via Council's website and online forums.</p> <p><b>Responsible Officer:</b> <i>Manager Corporate Communications</i></p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Council conducted online feedback surveys following the completion of the Business Breakfast in November. The feedback helped Council further refine the running of these events and set a program of topics and speakers that are in high demand from our local business community.</p> <p>Businesses located with Lindfield and Turrumurra local centres were provided the opportunity to make comment on the upcoming village green and community hub projects. Feedback was passed to Council's urban design team to assist in the concept design for the sites.</p>
------------	--	--	---

### Term Achievement

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

### Comments

Throughout the year a number of public domain upgrades and improvement programs were undertaken in consultation with the business community, Chambers of Commerce and home based businesses. Projects included Lindfield Village Green, Turrumurra Ray Street Precinct and the Neighbourhood Centre Improvement Program. In addition, businesses in the South Turrumurra Shopping Centre engaged with Council on improvements and upgrades to their centre, and Council worked closely with local businesses on the Activate Lindfield, Lindfield Village and Turrumurra projects.




The Business Breakfast program was very successful with local business providers and progress was made on the fresh food markets at the Old School site at St Ives.

Progressing in accordance with Delivery Program - Year 2.


### Critical Action

Code	Description	Progress	Comments
E1.1.2.1	<p>Engage businesses in the centres to provide input into improvement plans.</p> <p><b>Responsible Officer:</b> <i>Director Community</i></p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Council worked with businesses in Turrumurra and Lindfield in the development of concepts for improvement plans and council staff visited all retail businesses in the vicinity of the Activate Lindfield project.</p> <p>The tender was finalised for the St Ives old school site Organic and Fresh Food Markets. Council also facilitated and promoted the introduction of the monthly markets at East Lindfield.</p>


## Operational Plan Tasks

Code	Description	Progress	Comments
E1.1.2.1.1	<p>Collaborate with businesses and other relevant economic stakeholders in the development of improvement plans for the centres.</p> <p><b>Responsible Officer:</b> <i>Manager Corporate Communications</i></p>	 100%	<p>Council worked with the business community in Turrumurra to help identify street scape upgrades and improvements as part of the Activate Turrumurra initiative. This information helped the design team understand the needs of the business community and provide input to a clean-up program for Turrumurra coordinated and conducted in November by the Operations Department.</p> <p>Council met with businesses in Lindfield as part of the Activate Lindfield project and representatives of the Turrumurra shops.</p>
E1.1.2.1.2	<p>Seek input from businesses on their needs and opportunities for public space use.</p> <p><b>Responsible Officer:</b> <i>Manager Corporate Communications</i></p>	 100%	<p>Over the year businesses were engaged in relation to the Ray Street Precinct update project as well as the new village green at Lindfield.</p> <p>Conversations with business operators were also held as part of the business breakfast program.</p> <p>Council discussed needs and opportunities for public space with shops in Lindfield as part of the Village Green and Community Hub project.</p>
E1.1.2.1.3	<p>Incorporate feedback from businesses into the public domain and neighbourhood improvements plans.</p> <p><b>Responsible Officer:</b> <i>Manager Corporate Communications</i></p>	 100%	<p>The business community, Chambers of Commerce and Home Based Businesses engaged across a range of public domain upgrades and improvement programs. Projects included Lindfield Village Green, Turrumurra Ray Street Precinct and Neighbourhood Centre Improvement Program. In addition, South Turrumurra Shopping Centre were actively engaged with Council on improvements and upgrades to their centre.</p> <p>Local businesses have been consulted in the Activate Lindfield and Turrumurra projects.</p>

## Critical Action

Code	Description	Progress	Comments
E1.1.2.2	<p>Pursue opportunities for events at local places and spaces to strengthen the local economy.</p> <p><b>Responsible Officer:</b> <i>Director Community</i></p>	 100%	<p>During 2014/2015 successful events were facilitated to provide more business opportunities in local places and to strengthen the local economy. This included the Wahroonga Food and Wine Festival, St Ives Food and Wine Festival, the launch of Activate Turrumurra was held in the Ray Street car park, the launch of Activate Lindfield in Woodford Lane, Festival on the Green at St Ives, the Twilight Concert at Wahroonga and new markets at East Lindfield.</p>


## Operational Plan Tasks

Code	Description	Progress	Comments
E1.1.2.2.1	<p>Pursue opportunities and provide support for events at local places and spaces to strengthen the local economy.</p> <p><b>Responsible Officer:</b> <i>Manager Corporate Communications</i></p>	<p> 100%</p>	<p>A number of events took place or were investigated to support the local economy. This included:</p> <ul style="list-style-type: none"> <li>* The Wahroonga Food and Wine Festival was held for a second year bringing over 7,000 people to Wahroonga.</li> <li>* The St Ives Food and Wine Festival attracted over 3,000 people to St Ives</li> <li>* The selective tender was awarded to provide a Fresh Food Market at the Old St Ives School site with the aim of activating this local space on a weekly basis.</li> <li>* The Medieval Faire at St Ives Showground attracted 12,000 people to St Ives.</li> <li>* Sponsorship was provided for the Ku-ring-gai Philharmonic Orchestra, Bobbin Head Cycle Classic and Special Olympics.</li> </ul>

**Issue:** Partnering for business and employment growth.

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

## Term Achievement

Code	Description	Progress	Stakeholders	Council Role
E2.1.1	<p>Ku-ring-gai's business community, government agencies and regional partners are working in an effective and integrated way to strengthen and develop Ku-ring-gai's local economic base.</p> <p><b>Responsible Officer:</b> <i>Director Community</i></p>	<p></p>	<p>Northern Sydney Region of Councils, NSW Trade and Investment, Chambers of Commerce, Local Business Associations</p>	<p>Facilitate, Advocate, Lead</p>

### **Comments**

Council's Economic Strategy and Action Plan includes initiatives for employment growth and enhanced opportunities within Ku-ring-gai. The plan focuses on key areas such as employment growth, small business support, enhanced tourism opportunities, new investment and growth in local centres.

During 2014/2015 partnerships were established with the Ku-ring-gai Chamber of Commerce. Council is working with the NSW Chamber of Commerce to identify opportunities for strengthening local chambers through initiatives such as marketing and promoting services to the community. Council is also working with the Small Business Commissioners Office by facilitating the Small Biz Bus that provides advice and guidance to local businesses.

Council has developed strategies for alignment in economic growth and development with neighbouring Councils and partnerships have been established with Pittwater and Warringah Councils.

Throughout the reporting period Council continued to assist businesses to improve sustainability practices through the Better Business Partnership (BBP) program, a regional program undertaken with Willoughby, Lane Cove and North Sydney Councils. Partnerships with Sydney Business Limited and NSW Small Business Commissioners Office also helped secure visits by the Small Biz Bus.

Progressing in accordance with Delivery Program - Year 2.

## Critical Action

Code	Description	Progress	Comments
E2.1.1.1	<p>Work with economic partners to develop common strategic economic employment objectives for Ku-ring-gai.</p> <p><b>Responsible Officer:</b> Director Community</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Employment growth and enhanced opportunities for local residents to seek employment within the Ku-ring-gai area have been incorporated into Council's adopted Economic Strategy and Action Plan 2014/2015.</p> <p>A number of partnerships have been established with key stakeholders consistent with the strategy and plan. This action plan, adopted by Council, established clear objectives and areas for focus for Council as part our economic strategy. The areas of focus included growing employment, supporting small business, enhancing tourism opportunities and seeking new investment and growth in our local centres.</p>

## Operational Plan Tasks

Code	Description	Progress	Comments
E2.1.1.1.1	<p>Incorporate economic employment objectives in the economic and social development plan.</p> <p><b>Responsible Officer:</b> Manager Corporate Communications</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Employment growth and enhanced opportunities for local residents to seek employment within the Ku-ring-gai area have been incorporated into Council's adopted Economic Strategy and Action Plan 2014/2015.</p> <p>This action plan, adopted by Council, established clear objectives and areas for focus for Council as part our economic strategy. The areas of focus included growing employment, supporting small business, enhancing tourism opportunities and seeking new investment and growth in our local centres.</p>
E2.1.1.1.2	<p>Incorporate partnership actions into economic and social development plan.</p> <p><b>Responsible Officer:</b> Manager Corporate Communications</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>During 2014/2015 partnerships were established with the Ku-ring-gai Chamber of Commerce to support the education, training and engagement of the local business community. Council is working with the NSW Chamber of Commerce to determine opportunities for strengthening our local chambers including promoting their services to enhance business participation.</p> <p>Council is actively working with the Small Business Commissioners Office by facilitating the Small Biz Bus to provide advice and guidance to our local businesses.</p> <p>The Activate Lindfield project will provide partnership opportunities that will lead to employment.</p>

## Critical Action

Code	Description	Progress	Comments
E2.1.1.2	<p>Participate in and initiate regional programs that will broaden economic employment opportunities for Ku-ring-gai residents.</p> <p><b>Responsible Officer:</b> Director Community</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>All available opportunities to work with regional partners continued to be pursued. This included meetings with Pittwater Council and presenting at the Enliven Pittwater conference. Progression of regional opportunities were limited in the second half of the year due to resources being focussed on responding to the NSW Government's Fit for The Future reform agenda.</p>

## Operational Plan Tasks

Code	Description	Progress	Comments
E2.1.1.2.1	<p>Work in partnership with NSROC and other organisations and agencies to implement regional economic objectives.</p> <p><b>Responsible Officer:</b> Manager Corporate Communications</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>In the first half of the year Council actively worked with our neighbouring Councils to determine areas for partnership and alignment in economic growth and development. Partnerships are active with Pittwater and Warringah Council's and Council is working closely to complement the Better Business Partnership program. In September Council presented at the Enliven Pittwater Forum, highlighting some of the opportunities and challenges facing the local economy in Ku-ring-gai. The event was a great opportunity to hear from and network with other Councils who are active in the economic development area.</p> <p>During 2014/2015 Council continued to assist businesses to improve sustainability practices through the Better Business Partnership (BBP) program, a regional program undertaken with Willoughby, Lane Cove and North Sydney Councils.</p> <p>Partnerships with Sydney Business Limited and NSW Small Business Commissioners Office also helped secure visits by the Small Biz Bus and Turramurra local centre and Wahroonga Neighbourhood centre. Other opportunities to work with NSROC Councils were limited in the second half of the year due to Council's focus on submissions to the NSW Government's Fit for the Future program.</p>

**Issue:** Visitation opportunities.

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

**Term Achievement**

Code	Description	Progress	Stakeholders	Council Role
E3.1.1	Tourism business has been strengthened and expanded.  <i>Responsible Officer: Director Community</i>	<input checked="" type="checkbox"/>	Destination NSW, Local Business Operators	Facilitate
<b>Comments</b>				
<p>Tourism was included in the Economic Development Strategy and Action Plan highlighting Council's commitment to ensure that Ku-ring-gai has great places and spaces for people to visit and enjoy. The St Ives Precinct, including the Ku-ring-gai Wildflower Garden, has been officially registered with Destination NSW, and is now promoted as a Sydney tourist destination on the Destination NSW website, and major events are listed in the Destination NSW events calendar. Partnerships have been developed with local accommodation providers for package deals and cross-promotion of Council's major events on accommodation websites.</p> <p>Key achievements during 2014/2015 were the finalisation of the tender for a commercial operator for a new fresh food market at St Ives Old School site, new events such as the Back to the Fifties Festival at the St Ives Showground and a program of events that were developed for the Centenary of Anzac.</p> <p>Progressing in accordance with Delivery Program - Year 2.</p>				

**Critical Action**


Code	Description	Progress	Comments
E3.1.1.1	Work with partners to develop a tourism and visitation strategy for Ku-ring-gai.  <i>Responsible Officer: Director Community</i>	<input checked="" type="checkbox"/>  100%	During the reporting period research commenced for the development of a Tourism and Visitation Strategy for the Ku-ring-gai local government area. A key contributor to the strategy however, the Visitors' Centre in the St Ives Precinct, has been completed, and was opened in November 2014. Visitor numbers to the centre in the seven (7) months since its opening are over 3,000, and overall visitation to the Wildflower Garden has almost doubled during the reporting period - from approximately 10,000 last year to over 21,000 this year. Major events at the precinct such as the Medieval Faire (held in September 2014), have also attracted additional visitors to Ku-ring-gai.

**Operational Plan Tasks**


Code	Description	Progress	Comments
E3.1.1.1.1	Research opportunities for investment in new and existing attractions.	<input checked="" type="checkbox"/>  100%	Tourism was included in the Economic Development Strategy and Action Plan highlighting Council's commitment to ensure Ku-ring-gai has great places and spaces for people to visit and enjoy. Highlights during the reporting period included the finalisation of the tender for a commercial operator of a new fresh





	<b>Responsible Officer:</b> Manager Corporate Communications		food market at St Ives Old School site. This market will provide an opportunity for Council and the new market operator to activate and revitalise this part of St Ives local centre. In addition the Back to the Fifties Festival was organised for the St Ives Showground, a program of events developed for the Centenary of Anzac and an event held commemorating the Centenary of Anzac at the Wildflower Garden.
E3.1.1.1.2	Implement identified opportunities at the Wildflower Garden and St Ives Precinct.  <b>Responsible Officer:</b> Manager Corporate Communications	 100%	A tourism and visitation officer was appointed during the reporting period and a program of events, aimed at the tourist market, implemented for the 2014/2015 period. Organisation has commenced for Tea, Love and Coffee, Aussie Bush Weekend and Guringai and NAIDOC festivals.  A successful Medieval Faire was held with 12,000 visitors attending. Planning for the Wildflower Arts and Crafts Festival in August 2015 continued with a Sculpture walk as a feature. Tea Love and Coffee is planned for April 2016. All local accommodation providers were contacted and are responding by offering deals for the major events. Three Campfire walks have been held as a precursor to the Aussie Bush Weekend (camping out overnight). All were booked out and all participants are eagerly awaiting the opportunity to stay overnight. Planning for the new Cultural Centre has begun with close working relations with Strategy & Environment Department who are responsible for delivery of this initiative.  The new Visitor Centre offers visitors a point of reference when visiting the Precinct and has proved to be very popular. In conjunction with Council's Strategy & Environment Department new way-finding signs will be installed in the Wildflower Garden by December.

### Term Achievement


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

### **Comments**




Council's marketing for events was very successful this year resulting in increased visitor numbers for regular events. New events, for example, the Medieval Faire at the St Ives Showground, which was very successful attracting over 12,000 people, was supported by extensive marketing campaigns that included a number of media partners. The Wahroonga Food and Wine Festival, which was sponsored by Council, also attracted high numbers of visitors from both within and outside the local government area. Research and preliminary drafting has commenced for the development of a Tourism and Visitation Strategy for the Ku-ring-gai local government area, and a key contributor to the strategy, the Visitors' Centre in the St Ives Precinct, was completed and opened in November 2014. Visitor numbers to the centre in the seven (7) months since its opening are over 3,000, and overall visitation to the Wildflower Garden has almost doubled during the reporting period - from approximately 12,000 last year to over 21,000 this year.

Delayed actions will be reviewed and progressed in the coming year - Year 2.

## Critical Action

Code	Description	Progress	Comments
E3.1.2.1	<p>Work with partners to develop a marketing program that recognises, promotes and supports local activities, both new and existing.</p> <p><b>Responsible Officer:</b> Director Community</p>	 81%	<p>During 2014/2015 Council completed a highly successful marketing program with community partners. The Ku-ring-gai area continued to develop a reputation for well run and interesting events. In the period the very successful Medieval Faire and Wahroonga Food and Wine Festival were held attracting the local community as well as visitors from outside the Council area.</p> <p>The tender for the St Ives Organic and Fresh Food Market was finalised and 'That Great Market' was established in East Lindfield with Council working with the operator to launch the market, by providing marketing and promotional support.</p> <p><b>Reason</b></p> <p>Completion of Tourism and Visitation program and new event guidelines were delayed due to available resources being directed to Council's research and community engagement activities for the NSW Government's Fit for The Future program.</p> <p><b>Remedial Action</b></p> <p>The completion of a Tourism and Visitation program and new event guidelines is planned for 2015/2016.</p>

## Operational Plan Tasks











Code	Description	Progress	Comments
E3.1.2.1.1	<p>Promote local activities and events to support local business partners and centres.</p> <p><b>Responsible Officer:</b> <i>Manager Corporate Communications</i></p>	 100%	<p>During 2014/2015 Council successfully promoted a number of local activities and events. This included providing a free events listing on Council's website and banner sites.</p> <p>Council contributed to the promotion of the Wahroonga Food and Wine Festival and the St Ives Food and Wine Festival as well as facilitating and promoting the introduction of the monthly markets at East Lindfield.</p>
E3.1.2.1.2	<p>Develop tourism and visitation program for Ku-ring-gai.</p> <p><b>Responsible Officer:</b> <i>Manager Corporate Communications</i></p>	 50%	<p>Research and preliminary drafting has commenced for the development of a formal Tourism and Visitation Strategy for the Ku-ring-gai local government area, and a key contributor to the strategy, the Visitors' Centre in the St Ives Precinct, was completed and opened in November 2014. Visitor numbers to the centre in the seven (7) months since its opening are over 3,000, and overall visitation to the Wildflower Garden has almost doubled during the reporting period - from approximately 12,000 last year to over 21,000 this year. Major events at the precinct such as the Medieval Faire (held in September 2014) and the Big Swing (held in March 2015), have also attracted additional visitors to Ku-ring-gai. The Wahroonga Food and Wine Festival and St Ives Food and Wine Festival plus Council run events such as Festival on the Green also attracted new visitors due to the quality of talent performing. Artists included the ABC TV children's stars the Lah-Lahs. It is anticipated the strategy will be completed within the next reporting period.</p> <p><b>Reason</b></p> <p>Funding to complete a Tourism and Visitation Strategy and program is in the new financial year's budget.</p> <p><b>Remedial Action</b></p> <p>Completion of the strategy and program is planned for 2015/2016.</p>
E3.1.2.1.3	<p>Develop guidelines to facilitate the creation and delivery of new events by business and community organisations.</p> <p><b>Responsible Officer:</b> <i>Manager Corporate Communications</i></p>	 75%	<p>Work commenced on drafting new events guidelines with other Council departments. This will be completed in the second half of 2015. Work on this project was limited due to available resources being focussed on other priority areas, including Council's responses to the NSW Government's Fit for the Future program.</p> <p><b>Reason</b></p> <p>Resources available to complete this project were limited due to other priorities, including Council's responses to the NSW Government's Fit for the Future program.</p> <p><b>Remedial Action</b></p> <p>It is proposed to include a Task to complete this work in the 2015/2016 Operational Plan.</p>














E3.1.2.1.4	<p>Identify and facilitate opportunities for organisations to stage events.</p> <p><b>Responsible Officer:</b> <i>Manager Corporate Communications</i></p>	<p><input checked="" type="checkbox"/> 100%</p>	<p>Events facilitated during the year by Council included Wahroonga Food and Wine Festival, Medieval Faire, St Ives Food and Wine Festival, fun runs and Musical events including the Ku-ring-gai Philharmonic Orchestra.</p> <p>The proposed program in 2015/2016 also includes the major events proposed to be staged by third parties. This includes the Northside Polo Spectacular – September; the Indian Festival of Curry in May; the Raw Challenge in November and March; Soccer Festival November 12th - 16th, 2016; Jewish Sports Festival January 16th - 19th, 2016; the Colour Run November 2016 and Summertime Music Festival December 10th, 2016.</p>
------------	--	---	---

## Theme: Leadership and Governance

### Performance Indicators

Code	Description	Baseline	Yearly Target	Units	Achieved Amount	Yearly Rating Image
L2.1.1.A	Occupancy rate of Council property portfolio.	Annual target for occupancy rate. (Data source: Council)	90	%	95	
L2.1.1.B	Debt Service Percentage.	Annual target less than or equal to 4% for Council's debt service percentage (ability to service debt). (Data source: Council's Financial Statements)	4	%	16.42	
<p><b>Comment:</b> The Debt Service Percentage target for the end of financial year was exceeded due to increased loan repayments during the year. The total debt service cost (principal and interest) for 2014/15 was \$19.7million, mainly comprising of a one off repayment of \$8.4m for the aquatic centre loan from proceeds realised from B2 asset sales, \$7million repayment against the Services Relocation loan from proceeds realised through the sale of Culworth avenue car park, and the remainder being for interest expense and repayments on other existing infrastructure loans. This one off level of repayment is distorting the debt service ratio. It must be noted that the ratio is below the Fit for the Future benchmark of "less than or equal to 20% average over 3 years".</p>						
L2.1.1.C	Working Capital.	Annual target greater than or equal to \$4 million. (Data source: Council's Financial Statements)	4	\$ Million	4.67	
L2.1.1.D	Unrestricted Current Ratio.	In 2012/2013 Council's unrestricted current ratio (liquidity) was 2.04:1. (Data source: Council's Financial Statements)	2	Ratio	2.5	
L2.1.2.A	Rates and Annual Charges Coverage Percentage.	Annual target less than or equal to 60% dependence on rates income. (Data source: Council Financial Statements)	60	%	57.28	
L2.1.2.B	Rates Outstanding Percentage.	Annual target less than or equal to 4% for rates outstanding percentage (impact of uncollected rates on Council's liquidity). (Data source: Council's Financial Statements)	4	%	3.18	
L2.1.2.C	Statutory financial reports are prepared and reported to Council in compliance with legislative requirements.	In 2012/2013 all statutory financial reports were reported to Council within statutory timeframes and to legislative standards. (Data source: Council)	100	%	100	
L2.1.4.A	Building and Infrastructure Renewals Funding Ratio.	In 2012/2013 Council's Building and Infrastructure Renewals Ratio was 95.45%. (Data source: Council's Financial Statements)	100	%	100	
L3.1.1.A	Statutory governance and integrated planning reports are prepared and reported to Council in compliance with legislative requirements.	In 2011/2013 all statutory governance and integrated planning reports were reported to Council within statutory timeframes and to legislative standards. (Data source: Council)	100	%	100	
L3.1.2.A	Risk management performance against	Annual target of Risk Management Reports presented to quarterly Audit Committee meetings consistent with Council's	100	%	100	


	Council's Enterprise Risk Management Framework.	Enterprise Risk Management Framework. (Data source: Council)				
L3.1.3.A	Council's Business Papers are accessible via Council's website in a timely manner.	Annual target of 100% of Council's Business Paper compiled, delivered and accessible within the Code of Meeting Practice timeframes. (Data source: Council)	100	%	100	
L3.1.3.B	Request for information applications completed within statutory timeframes.	In 2012/2013 90% of applications under GIPA and PPIPA were processed within statutory timeframes. (Data source: Council)	90	%	94	
L3.1.3.C	Council's policies are accessible via Council's website in a timely manner.	98% of Council policies are accessible via Council's website. (Data source: Council)	98	%	100	
L3.1.5.A	Staff Turnover Rate.	In 2012/2013 there was a 9% turnover rate for full-time employees. (Data source: Council)	10	%	12	
<b>Comment:</b> During 2014/2015 there was a slight above average movement of staff due mainly to career progression and advancement opportunities outside of Council.						
L3.1.5.B	Reduction in Lost Time Injuries (LTI).	Annual target for reduction in lost time injuries. (Data source: Council)	5	%	9	
L3.1.5.C	Staff participation in learning and development.	In 2012/13 over 40% of staff completed accredited training courses or attended approved learning and development sessions. (Data source: Council)	40	%	80.3	
L3.1.5.D	Computer network availability.	In 2012/2013 Council's computer network was available 98% of the time to internal and external customers. (Data source: Council)	98	%	98	
L3.1.5.E	Customer service enquiries responded to within agreed service delivery standard.	Annual target of 85% customer service enquiries responded to within agreed service delivery standard. (Data source: Council)	85	%	96	
L3.1.5.F	Customer requests actioned within agreed service delivery standard.	Annual target of 85% of customer requests actioned within agreed service delivery timeframes. (Data source: Council)	85	%	100	
L4.1.1.A	Community engagement activities facilitated by Council.	Completion of agreed community engagement program. (Data source: Council)	100	%	100	
L4.1.2.A	Increase in community access of information about local activities and services.	In 2012/2013 there were 468,840 visitors who accessed information via Council's website, Facebook, Twitter, Ku-ring-gai update newsletter and local newspapers. (Data source: Council)	5	%	31	




**Issue:** Leadership.

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



**Term Achievement**

Code	Description	Progress	Stakeholders	Council Role
L1.1.1	<p>The aspirations, objectives and priorities of our community are reflected in the Ku-ring-gai Community Strategic Plan - 'Our Community Our Future 2030' and inform Council's policy development, decision-making and program delivery.</p> <p><i>Responsible Officer: General Manager</i></p>		NSW Government, Office of Local Government, Department of Planning and Environment, Community Groups, Residents, Businesses	Deliver, Lead
<b>Comments</b>				
<p>Council continued to engage with the community regarding planning and delivery of a wide range of projects, programs and services contained in the Community Strategic Plan, Resourcing Strategy, four-year Delivery Program and 2014/2015 Operational Plan.</p> <p>In recognition of Council's excellence in delivering major projects and programs and services to the community across social, economic, environmental and governance areas, Council was awarded the joint winner of the 2014 AR Bluett Memorial Award.</p> <p>Consultation and engagement continued to be delivered in an innovative and open manner, tailored to reach a wide audience and meeting high industry standards. In particular, a comprehensive community consultation and engagement program was completed in response to the State Government's Fit for the Future program for local government.</p> <p>Progressing in accordance with Delivery Program - Year 2.</p>				



**Critical Action**

Code	Description	Progress	Comments
L1.1.1.1	<p>Conduct a structured engagement program with the community around issues, challenges and opportunities affecting the achievement of agreed outcomes for Ku-ring-gai.</p> <p><i>Responsible Officer: Director Community</i></p>	 100%	<p>A broad and structured program of engagement was carried out for a number of important projects. Projects included the Gordon Golf Course Masterplan, Activate Turramurra, Marian Street Theatre, Lindfield Village Green, Lindfield Community Hub and Local Government Reform (Fit for The Future).</p> <p>All of these projects were managed by a multi-modal approach to communications and engagement which included special events, have your say pages on the website, forums or workshops, telephone surveys, stakeholder meetings, online and hard copy surveys and face to face availability of staff.</p> <p>These provided opportunities to the community to discuss and provide views on a number of current Council projects.</p>

## Operational Plan Tasks

Code	Description	Progress	Comments
L1.1.1.1.1	<p>Establish and promote a range of forums to review and discuss issues and priorities for the community.</p> <p><b>Responsible Officer:</b> <i>Manager Corporate Communications</i></p>	<p> 100%</p>	<p>An Activate Turramurra event was hosted on the Ray Street site to help identify community values and ideas for the new precinct, including a village green, greater shopping variety, residential, library and new open space. The results form part of the concept design process.</p> <p>In October and November forums were hosted with local residents, golfers and interested stakeholders on the new regional park for Gordon Golf Course. Over sixty people attended these events as council staff discussed issues and concerns with participants and identified opportunities and uses for the new regional park.</p> <p>The information stall program was commenced at Wahroonga Village Shops. The community was asked about:</p> <ul style="list-style-type: none"> <li>* awareness and understanding of major projects like the North Turramurra Recreation Area and Wahroonga Park Masterplan</li> <li>* opinion and ideas for the upgrading of Marian Street Theatre and a new regional park for Gordon Golf Course; and</li> <li>* feedback on the cleanliness and litter campaign at Wahroonga Shops.</li> </ul> <p>Forums/workshops were held for the significant projects and issues this included; Lindfield Community Hub; Lindfield Village Green; Marian Street Theatre and Gordon Golf Course.</p> <p>All projects included opt in and recruited workshops this allowed Council to hear from a wider spread of residents rather than those who are interested parties to projects.</p>
L1.1.1.1.2	<p>Monitor and report on the outcomes of community engagement and consultation and identified policy related issues.</p> <p><b>Responsible Officer:</b> <i>Manager Corporate Communications</i></p>	<p> 100%</p>	<p>Council was informed of the outcomes of the following consultations during the period:</p> <ul style="list-style-type: none"> <li>* Community Satisfaction Study.</li> <li>* Activate Turramurra outcomes.</li> <li>* Activate Lindfield Family Fun Day.</li> </ul> <p>Community Engagement outcomes were reported/or undertaken for Activate Lindfield - Community Hub and Village Green.</p> <p>A comprehensive community engagement program was undertaken for Marian Street Theatre and Gordon Golf Course.</p>



<p>L1.1.1.1.3</p>	<p>Monitor and report on the progress of the adopted Community Strategic Plan 2030.</p> <p><b>Responsible Officer:</b> <i>Manager Integrated Planning Property &amp; Assets</i></p>	<p> 100%</p>	<p>A comprehensive program of monitoring and reporting on the progress of the Community Strategic Plan 'Our Community Our Future' 2030 was completed for the 2014/2015 year. The Community Strategic Plan, adopted by Council on the 25 June 2013, is a long term strategic plan for the future of the Ku-ring-gai Local Government Area. The Plan was developed from a range of community consultations and reflects the aspirations, vision and long term goals of the Ku-ring-gai community. The Plan contains long term objectives with a 10-15 year time frame and 4 year term achievements, which state what Council will do in its 4 year term to progress the Plan's objectives. Details of Council's term achievements and how they will be funded are contained in Council's 4 year Delivery Program 2013/2017, Resourcing Strategy and annual Operational Plans.</p> <p>Monitoring and progress reporting on the Community Strategic Plan included two internal progress reviews of the 2014/2015 Operational Plan for the September and March quarters and two biannual progress reviews of both Council's Delivery Program and Operational Plan for December 2014 and this June 2015 review, reported to Council's meetings of 25 November 2014 and 25 August 2015 respectively. Quarterly reviews of Council's 2014/2015 budget and capital works program were completed for the September, December and March quarters and reported to Council.</p> <p>This June bi-annual review includes progress on Council's four year term achievements and performance indicators. Progress reporting identified those tasks, critical actions and term achievements that are completed, progressing to schedule, delayed with remedial action required or with major delivery constraints. Commentary is provided throughout this bi-annual review document on key issues arising during the year, and key achievements. The 2014/2015 year also marks the halfway point for progress on Council's four year term achievements.</p>
<p>L1.1.1.1.4</p>	<p>Council's planning and reporting is promoted to external stakeholders, including government agencies, organisations and the broader community.</p> <p><b>Responsible Officer:</b> <i>Manager Integrated Planning Property &amp; Assets</i></p>	<p> 100%</p>	<p>Council's planning, reporting and achievements were extensively presented and promoted to stakeholders and the broader community through Council reports, media releases and the publication of Council's bi-annual and Annual Reports to the community on Council's performance during the 2014/2015 financial year. Copies of all adopted Integrated Planning and Reporting plans are available on Council's website with explanatory information and hard copies are available for the public to view at Council's customer service counter and libraries. Key achievements included:</p> <p>*During the period Council was awarded the joint winner of the 2014 AR Bluett Memorial Award. This is the highest award in NSW for excellence in local government and Council received it for a strong performance across social, economic, environment and governance areas.</p> <p>*Council's Annual Report for 2013/2014, published in November 2014, received a gold award from the Australasian Reporting Awards (ARA) organisation for excellence in presentation and transparency.</p> <p>*A comprehensive analysis of Council's operations and strategic capacity was published for community feedback, as part of Council's submission to the</p>



			<p>Independent Pricing and Regulatory Tribunal on the NSW Government's 'Fit for the Future' program.</p> <p>*Council promoted its community strategic planning and reporting through its contribution to Stage 2 of the Local Government Professionals Association benchmarking survey on local councils undertaken by PricewaterhouseCoopers, the Australian Local Government Association National State of Assets Survey and New South Wales Roads and Bridges Benchmarking Survey.</p> <p>*An extensive communication program was also completed, advising the community and other stakeholders of Council's activities, major projects, key achievements and planned consultation and engagement through Council's website, e-news, newsletters and other social media.</p>
--	--	--	---

**Term Achievement**

Code	Description	Progress	Stakeholders	Council Role
L1.1.2	<p>Council leads the community by advocating, influencing and participating in policy development to the benefit of the local area.</p> <p><i>Responsible Officer: General Manager</i></p>	<input checked="" type="checkbox"/>	Government Agencies, Northern Sydney Region of Councils	Advocate, Lead

Comments
<p>Throughout 2014/2015 Council advocated on behalf of the Ku-ring-gai community through its active participation on a range of State and regional policy development forums. Council's predominant focus during the year was responding to the requirements of the NSW Government's Fit for the Future reform program for local government. This involved a comprehensive review of Council's services, finances, infrastructure and strategic capacity, as well as extensive community consultation and engagement. The results of this work, as submitted to the State Government, demonstrated that Council meets State Government Fit for the Future requirements and the Ku-ring-gai community prefers Ku-ring-gai Council to remain stand-alone, and not to merge with Hornsby Shire Council.</p> <p>Progressing in accordance with Delivery Program - Year 2.</p>

## Critical Action

Code	Description	Progress	Comments
L1.1.2.1	<p>Council actively engages with stakeholders to inform the development of Council's strategies and plans as appropriate.</p> <p><b>Responsible Officer:</b> Director Strategy &amp; Environment</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>The predominant focus during the reporting period was analysing and responding to the requirements of the NSW Government's reforms proposals under the banner of Fit for the Future. Council staff completed a comprehensive review of our services, finances and infrastructure. Discussions with potential merger council Hornsby Shire Council and other NSROC councils were undertaken. Community consultation revealed that over three quarters of the 2,500 respondents told us that they want Ku-ring-gai to remain stand-alone and not to merge with Hornsby Shire Council.</p> <p>A number of briefing sessions and reports have been provided to Councillors. On 30 June 2015 Council submitted its Improvement Proposal to IPART who have been engaged to undertake the review of all submissions on behalf of State Government.</p>

### Key Achievements

On 30 June 2015 Council submitted its Improvement Proposal to the IPART demonstrating that Ku-ring-gai Council meets all sustainability ratios and benchmarks and is Fit for the Future.

## Operational Plan Tasks

Code	Description	Progress	Comments
L1.1.2.1.1	<p>Proactively participate in and respond to policy development affecting Ku-ring-gai at state and regional levels.</p> <p><b>Responsible Officer:</b> Director Strategy &amp; Environment</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>On 30 June 2015, Council submitted an Improvement Proposal to the NSW Government in response to its Fit for the Future reforms. The submission which was developed in-house was based the work undertaken completed by a cross organisational steering group of dedicated and passionate professionals. The submission was underpinned by Council and community feedback and support.</p>

## Term Achievement

Code	Description	Progress	Stakeholders	Council Role
L1.1.3	Partnerships are established with government agencies, regional and local organisations and community groups and are working to achieve Ku-ring-gai's community outcomes.  <i>Responsible Officer: General Manager</i>	<input checked="" type="checkbox"/>	Government Agencies, Northern Sydney Region of Councils	Advocate, Lead
<b>Comments</b>				
<p>Ku-ring-gai's Community Strategic Plan 2030 identifies stakeholders, other than Council, who can play a role in delivering the community's desired outcomes stated in the Plan. Council continued to actively pursue and support numerous partnerships with business, community and not for profit groups as well as government agencies and NSROC to deliver those community outcomes.</p> <p>Of particular note during 2014/2015 were joint working relationships or formal partnership arrangements with government agencies which delivered significant new sporting and community facilities at the former University of Technology Sydney (UTS) site, the redevelopment of the Gordon Bus/Rail interchange with commuter parking, a residential subdivision in South Turramurra completed as a joint project with the Department of Planning and the establishment of a biobanking site to preserve the biodiversity of three bushland reserves with the Office of Environment and Heritage.</p> <p>Progressing in accordance with Delivery Program - Year 2.</p>				

## Critical Action

Code	Description	Progress	Comments
L1.1.3.1	Pursue new opportunities for partnership arrangements with other agencies, organisations and community groups to achieve community outcomes.  <i>Responsible Officer: Director Community</i>	<input checked="" type="checkbox"/> 100%	<p>Council continued to facilitate partnerships with a broad range of state government agencies, organisations and groups including small groups within the community.</p> <p>Projects or events that have contributed to, or have provided benefits to the local area are; Activate Lindfield; Activate Turramurra; Organic Fresh Food Market St Ives; Wahroonga Food and Wine Festival and St Ives Food and Wine Festival.</p>

## Operational Plan Tasks

Code	Description	Progress	Comments
L1.1.3.1.1	Pursue priority areas where partnership arrangements will provide tangible benefits to the local area.  <i>Responsible Officer: Manager Corporate Communications</i>	<input checked="" type="checkbox"/> 100%	Partnership arrangements continued during the period for priority areas with significant benefits for the Ku-ring-gai community. These included the Better Business Partnership (BBP) program, Northern Sydney Waste alliance, Department of Planning partnership for the B2 land subdivision, Transport for NSW partnerships for new and improved commuter parking at Gordon, Lindfield and Killara stations, Federal government partnership to complete community and sporting facilities on the former UTS site, street lighting improvement program as well as bushfire and emergency services partnerships.



## Term Achievement

Code	Description	Progress	Stakeholders	Council Role
L1.1.4	Council's responses to government policy and reforms are guided by and aligned with the adopted Community Strategic Plan 'Our Community Our Future 2030'.  <i>Responsible Officer: General Manager</i>	<input checked="" type="checkbox"/>	NSW Government, Office of Local Government, Department of Planning and Environment, Residents, Businesses	Advocate, Lead

### **Comments**

Council continued to provide responses to proposed government reform, consistent with the long term objectives and term achievements in the Community Strategic Plan 2030. The predominant focus for 2014/2015 was analysing and responding to the State Government's Fit for the Future reform program. This included a comprehensive review of Council's services, finances, infrastructure and strategic capacity and wide ranging community consultation and engagement. The results of this work, as submitted to the State Government, demonstrated that Council meets State Government Fit for the Future requirements and the Ku-ring-gai community prefers Ku-ring-gai Council to remain stand-alone, and not to merge with Hornsby Shire Council.  
Progressing in accordance with Delivery Program - Year 2.

## Critical Action

Code	Description	Progress	Comments
L1.1.4.1	The organisation responds flexibly, proactively and equitably to challenges and opportunities arising from government policy changes and reforms.  <i>Responsible Officer: Director Corporate</i>	<input checked="" type="checkbox"/> 100%	Council continues to embrace opportunities for government reforms such as the Fit for the Future reform.

## Operational Plan Tasks

Code	Description	Progress	Comments
L1.1.4.1.1	Analyse and provide appropriate submissions to government proposals affecting the local government industry.  <i>Responsible Officer: Director Corporate</i>	<input checked="" type="checkbox"/> 100%	Council has lodged its submission to the State Government's regarding the Fit for the Future reform proposal by the 30 June 2015 deadline. Council unanimously voted to submit a performance improvement proposal to IPART to remain a stand alone Council.
L1.1.4.1.2	Undertake ongoing communication with the community to ensure they understand proposed changes in legislation.  <i>Responsible Officer: Manager Corporate Communications</i>	<input checked="" type="checkbox"/> 100%	All changes in legislation are communicated to the community via advertisements, media releases, social media, website and community meetings.

L1.1.4.1.3	Identify and involve key staff in the development of formal responses to government legislative reforms and ensure responses are completed within set deadlines.  <i>Responsible Officer: Director Corporate</i>	<input checked="" type="checkbox"/> 100%	A cross organisational Steering Group of staff was established to review and analyse a number of critical elements for Council's Fit for the Future submission. That work culminated in Council's submission being unanimously adopted by Council and lodged with IPART by the 30 June 2015 deadline.
------------	--	---	---

**Issue:** Financial capacity and sustainability.

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

**Term Achievement**

Code	Description	Progress	Stakeholders	Council Role
L2.1.1	Council maintains and improves its long term financial position and performance.  <i>Responsible Officer: Director Corporate</i>	<input checked="" type="checkbox"/>	Office of Local Government	Deliver, Lead

**Comments**




Financial sustainability targets identified in the Long Term Financial Plan have been achieved this financial year. Opportunities to expand the revenue base of Council continue to be identified and implemented during the year.

Progressing in accordance with Delivery Program - Year 2.

**Critical Action**

Code	Description	Progress	Comments
L2.1.1.1	Achieve financial sustainability targets identified in the Long Term Financial Plan.  <i>Responsible Officer: Director Corporate</i>	<input checked="" type="checkbox"/> 100%	<p>The Long Term Financial Plan (LTFP) has been updated and reviewed as part of the preparation of the Annual Budget 2015/2016. The 10 year LTFP was finalised and adopted by Council on 23 June 2015 as part of Council's Resourcing Strategy.</p> <p>Council's future financial performance and position is measured against the Fit for the Future (FFTF) performance indicators. All FFTF financial indicators are meeting current industry benchmarks in all forecast years, except for the Infrastructure Backlog Ratio in 2015/2016. Council adopted a new funding strategy for asset renewals, which will see this ratio significantly decrease in the first two years of the LTFP with further reduction in future years. Council forecasts no infrastructure backlog by 2021/2022. The new funding strategy is discussed in detail in Council's Long Term Financial Plan.</p>

## Operational Plan Tasks

Code	Description	Progress	Comments
L2.1.1.1.1	<p>Review Long Term Financial Plan each year based on 10 year forecasts.</p> <p><b>Responsible Officer:</b> <i>Manager Finance</i></p>	<p> 100%</p>	<p>Council's Long Term Financial Plan has been reviewed and adopted on 23 June 2015 as part of Council's Resourcing Strategy. All financial sustainability targets have been met except for the Infrastructure Backlog Target. A new funding strategy has been adopted and this indicator will be achieved by 2016/2017.</p>
L2.1.1.1.2	<p>Undertake quarterly reporting to Council on the financial performance of the organisation.</p> <p><b>Responsible Officer:</b> <i>Manager Finance</i></p>	<p> 100%</p>	<p>The March Quarterly Budget Review (QBR) highlighting Council's financial performance was adopted by Council on 26 May 2015. As at the end of March, Council's operating surplus (including capital income) decreased by \$2.51m compared to the original budget. This is primarily due to lower than anticipated s94 contributions income and higher costs for emergency works resulting from storm damages. When excluding capital income and gain on asset sales, the net operating result decreased by \$283k. The forecast working capital balance as at 30 June 2015 is forecast to remain at \$4.64m, in line with the long term financial plan target. The June 2014/2015 budget review is currently in progress and will be reported to Council by end of August 2015.</p>
L2.1.1.1.3	<p>Assets are identified for disposal to discharge the Services Relocation Loan by 2016 - 2017.</p> <p><b>Responsible Officer:</b> <i>Manager Finance</i></p>	<p> 100%</p>	<p>The reclassification of lands are continuing and public exhibitions and independent hearings will be completed by June 2015. A number of sites are still with the Department of Planning and Environment for finalisation and gazettal. A further report will be required for Council to approve the sale of the lands once they are reclassified to Operational.</p>

## Critical Action

Code	Description	Progress	Comments
L2.1.1.2	<p>Review opportunities for sustainable and equitable increases to Council's income supported by the community.</p> <p><b>Responsible Officer:</b> Director Corporate</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Council invests its surplus cash and continuously looks to maximise its return on investments. Council's investments portfolio is compared to industry benchmark targets on a monthly basis. Investment returns as at end of June 2015 were above benchmark. The weighted average return for the total portfolio as at the end of the financial year was 3.87% compared to the benchmark of the UBS Bank Bill Index of 2.60%. The net return on investments for the financial year ended 30 June 2015 was \$3,898,000 against annual revised budget of \$3,699,000, giving a YTD favourable variance of \$199,000.</p> <p>A review and benchmarking analysis on Council's fees and charges against neighbouring Councils was completed in the second half of 2014/2015. The fees selected for review were those that generate significant revenue earnings, in particular Council's current sportsground fees compared to other northern Sydney Councils. Based on the review findings, Council approved increases to sportsground fees and charges starting from 2015/2016 to be more consistent for similar facilities in the neighbouring Northern Sydney Regional Organisation of Councils (NSROC) councils. The changes were adopted as part of the adoption of the Delivery Program and Operational Plan 2015/2016 on 23 June 2015.</p>
<p><b>Key Achievements</b></p> <p>A review and benchmarking analysis on Council's fees and charges against neighbouring Councils was completed in the second half of 2014/2015. Based on the review findings, Council approved increases to sportsground fees and charges starting from 2015/2016 to be more consistent for similar facilities in the neighbouring NSROC Councils. The changes were adopted as part of the adoption of the Delivery Program and Operational Plan 2015/2016 on 23 June 2015.</p>			


## Operational Plan Tasks

Code	Description	Progress	Comments
L2.1.1.2.1	<p>Continue to analyse opportunities to expand the revenue base of Council.</p> <p><b>Responsible Officer:</b> <i>Manager Finance</i></p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Finance commenced a review and benchmarking analysis on Council's fees and charges against neighbouring Councils in the first half of 2014/2015. This review was performed in consultation with other relevant sections of Council and completed in April 2015. The fees selected for review were those that generate significant revenue earnings. As part of the overall Fees &amp; Charges review, an extensive review was completed into Council's current sportsground fees charged to schools and club users each financial year, compared to other northern Sydney councils. Based on the review findings, Council approved changes to sportsground fees and charges for 2015/2016 to be more consistent for similar facilities in the neighbouring Northern Sydney Regional Organisation of Councils (NSROC) councils of Hornsby, North Sydney, Lane Cove, Willoughby and Ryde. The changes were included in the draft 2015-2016 Fees and Charges document and publicly exhibited with Council's Revised Delivery Program and draft Operational Plan 2015/2016 during May. Additional revenue will be generated by Council as a result of the increase in sportsground fees for 2015/2016 phased over two (2) years.</p>
L2.1.1.2.2	<p>Ensure the commercial property portfolio provides market returns.</p> <p><b>Responsible Officer:</b> <i>Manager Integrated Planning Property &amp; Assets</i></p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>A number of leases have been progressed and/or finalised during the reporting period. All lease renewals are subject to market rental assessment, commercial contract and legal binding documentation. Council's Commercial Leasing Policy details the requirements for the leasing of the commercial property portfolio.</p>


## Term Achievement

Code	Description	Progress	Stakeholders	Council Role
L2.1.2	<p>Council's financial services provide accurate, timely, open and honest advice to the community.</p> <p><b>Responsible Officer:</b> <i>Director Corporate</i></p>	<p><input checked="" type="checkbox"/></p>	Office of Local Government	Deliver, Lead
<b>Comments</b>				
<p>Council is provided with ongoing advice to ensure it meets annual budget and Long Term Financial Plan targets.</p> <p>Progressing in accordance with Delivery Program - Year 2.</p>				

## Critical Action

Code	Description	Progress	Comments
L2.1.2.1	<p>Coordinate financial advice to ensure Council meets overall budget performance.</p> <p><b>Responsible Officer:</b> Director Corporate</p>	<p> 100%</p>	<p>The overall financial performance of Council against budget is reported on a quarterly basis. The latest Quarterly Budget Review (QBR) as at end of March 2015 was reported and adopted by Council in May 2015. Financial sustainability indicators have been in line with the adopted Long Term Financial Plan (LTFP). As per March QBR, the forecast working capital balance at 30 June 2015 was \$4.64 million, in line with the long term financial plan's target; the forecast operating surplus (including capital items) has reduced by \$2.51 million compared to revised budget. This was primarily due to lower than anticipated \$94 contributions income. At the time of reporting on these indicators (working capital and operating result), the results for June quarter and end of financial year 2014/2015 were not yet finalised. It is expected that Council will finalise the financial year with an Operating Surplus and a saving against budget. Available Working Capital is still to be determined as part of finalising the end of financial year processes, however, it is anticipated that the targeted Working Capital balance of \$4.6 million will be achieved. All key financial indicators will be reported to Council as part of the Draft Financial Statements 2014/2015, including end of financial year result and carried forward expenditure.</p>

## Operational Plan Tasks

Code	Description	Progress	Comments
L2.1.2.1.1	<p>Manage financial performance to achieve targets as defined in the Long Term Financial Plan.</p> <p><b>Responsible Officer:</b> Manager Finance</p>	<p> 100%</p>	<p>The Long Term Financial Plan (LTFP) has been updated and reviewed as part of the preparation of the Annual Budget 2015/2016. The 10 year LTFP was finalised and adopted by Council on 23 June 2015 as part of Council's Resourcing Strategy.</p> <p>Council's future financial performance and position is measured against the Fit for the Future (FFTF) performance indicators. All FFTF financial indicators are meeting current industry benchmarks in all forecast years, except for the Infrastructure Backlog Ratio in 2015/2016. Council adopted a new funding strategy for asset renewals, which will see this ratio significantly decrease in the first two years of the LTFP with further reduction in future years. Council forecasts no Infrastructure backlog by 2021/2022. The new funding strategy is discussed in detail in the Long Term Financial Plan.</p>





## Term Achievement

Code	Description	Progress	Stakeholders	Council Role
L2.1.3	Council expenditure satisfies the needs of the community.  <i>Responsible Officer: Director Corporate</i>	<input checked="" type="checkbox"/>	Office of Local Government	Deliver, Lead
<b>Comments</b>				
Expenditure is monitored and reported to Council and the community through quarterly project and budget reports, bi-annual updates on the progress of the Delivery Program and the Annual Report. Briefing sessions are held with Councillors to provide status updates on major works programs and projects. Progressing in accordance with Delivery Program - Year 2.				


## Critical Action

Code	Description	Progress	Comments
L2.1.3.1	Monitor expenditure to ensure it is in accordance with the expressed wishes of the community and identified in the Community Strategic Plan.  <i>Responsible Officer: Director Corporate</i>	<input checked="" type="checkbox"/> 100%	<p>Council's Resourcing Strategy, incorporating the Long Term Financial Plan, Asset Management Strategy and Workforce Plan, was revised as part of Council's Integrated Planning and Reporting requirements. Progress and completion of major works and outcomes contained in Council's revised 2013-2017 Delivery Program and 2014/2015 Operational Plan will be reported to the community through the publication of Council's 2014/2015 Annual Report in November 2015. The Annual Report will summarise Council's 2014/2015 activities, its many achievements and challenges as well as an overview of Council's projects and programs for the year ahead.</p> <p>Completion of Council's major works program is reported to Council and the community through quarterly project and budget reports, bi-annual updates on the progress of the Delivery Program and the Annual Report. Additional and regular informal briefing sessions are held with Councillors to provide status updates on all major works programs and projects.</p> <p>The end of 2014/2015 Financial Year results highlighting financial performance and position, variances to original and revised budget and key financial indicators will be finalised at the end of July and reported to Council as part of the Draft Financial Statements 2014/2015.</p>


## Operational Plan Tasks

Code	Description	Progress	Comments
L2.1.3.1.1	The Resourcing Strategy integrates the Long Term Financial Plan, Work Force Plan and Asset Management Strategy.  <i>Responsible Officer: Manager Finance</i>	 100%	The Resourcing Strategy and its component plans - the Long Term Financial Plan, the Asset Management Strategy and the Workforce Strategy were adopted by Council on 23 June 2015 and developed in accordance with the NSW Government's Integrated Planning and Reporting framework.
L2.1.3.1.2	Report on the completion of major works and community outcomes through the Annual Report.  <i>Responsible Officer: Manager Integrated Planning Property &amp; Assets</i>	 100%	<p>The Annual Report is one of the key accountability mechanisms between Council and the community. The report summarises Council's activities, achievements and challenges, as well as providing an overview of the year ahead. Performance is measured against what Council said it would do in its annual Operational Plan and four year Delivery Program. Council's 2013/2014 Annual Report, published in November 2014, included information on the progress, completion and outcomes of capital works programs, initiatives and actions contained in Council's 2013/2014 Operational Plan and Delivery Program.</p> <p>Key achievements for the 2013/2014 year included completion of the \$1.7million Gordon library upgrade; near completion of the new \$17million Ku-ring-gai Fitness and Aquatic Centre; completion of significant capital works programs including \$8million on road works, \$900,000 on footpaths and \$6.8million on parks, playgrounds and playing fields; revitalisation of the Princes Street, Turramurra neighbourhood shopping centre; completion of a 26 lot residential sub-division at Turramurra; completion of major new land use plans; creation of a biodiversity conservation site; securing \$2.17million in environmental grants; securing an extra \$2.6million annually to reduce Council's asset renewal gap and continue to improve local roads; launching of the Activate Ku-ring-gai program in key suburbs in Ku-ring-gai; receiving an overall community satisfaction rating of 84% for Council services and facilities and receiving numerous awards including the 2014 AR Bluett Memorial Award for excellence in local government.</p>



## Term Achievement

Code	Description	Progress	Stakeholders	Council Role
L2.1.4	Council has increased its commitment to infrastructure asset management priorities.  <i>Responsible Officer: Director Corporate</i>		Office of Local Government	Deliver, Lead
<b>Comments</b>				
Council has continued to prioritise funding for infrastructure asset renewal. Progressing in accordance with Delivery Program - Year 2.				


## Critical Action

Code	Description	Progress	Comments
L2.1.4.1	<p>Financial strategies underpin Council's asset management policies and strategic vision.</p> <p><b>Responsible Officer:</b> Director Corporate</p>	 100%	<p>Capital expenditure and funding on infrastructure has been monitored and reported as part of Quarterly Budget Reviews to Council. Further analysis of future funding on infrastructure has been performed through the Annual Budget 2015/2016 development and the Long Term Financial Plan (LTFP) 2015/2016 - 2024/2025 process. An independent review of infrastructure data was undertaken to ensure a consistent organisational approach to infrastructure reporting. The outcome of the review was to determine the extent of Council's infrastructure backlog and funding required to maintain and renew our infrastructure assets, which is detailed in the Resourcing Strategy and Asset Management Strategy. Council considered and adopted funding strategies for infrastructure assets that prioritise asset maintenance and renewal expenditure for new and upgraded assets. The new funding strategy is detailed in Council's Resourcing Strategy and LTFP.</p>

## Operational Plan Tasks

Code	Description	Progress	Comments
L2.1.4.1.1	<p>Identify available funding sources in the Long Term Financial Plan and allocate to priority assets.</p> <p><b>Responsible Officer:</b> Manager Integrated Planning Property &amp; Assets</p>	 100%	<p>Capital expenditure and funding on infrastructure has been monitored and reported as part of Quarterly Budget Reviews to Council. Further analysis of future funding on infrastructure has been performed through the Annual Budget 2015/16 development and the Long Term Financial Plan (LTFP) 2015/2016 - 2024/2025 process. An independent review of infrastructure data was undertaken to ensure a consistent organisational approach to infrastructure reporting. The outcome of the review was to determine the extent of Council's infrastructure backlog and funding required to maintain and renew our infrastructure assets, which is detailed in the Resourcing Strategy and Asset Management Strategy. Council considered and adopted funding strategies for infrastructure assets that prioritise asset maintenance and renewal expenditure for new and upgraded assets. The new funding strategy is detailed in Council's Resourcing Strategy and Long Term Financial Model.</p>
L2.1.4.1.2	<p>Funding strategies are developed and implemented in-line with Council's adopted Asset Management Strategy.</p> <p><b>Responsible Officer:</b> Manager Integrated Planning Property &amp; Assets</p>	 100%	<p>Following an independent review of Council's asset management information new funding strategies have been developed to ensure adequate investment into asset renewals and maintenance programs over all asset classes. These funding strategies are detailed in Council's Resourcing Strategy, Long Term Financial Plan and Asset Management Strategy which were adopted by Council on 23 June 2015.</p>




## Critical Action

Code	Description	Progress	Comments
L2.1.4.2	<p>Regularly revise Council's strategic asset management plans and integrate with financial planning processes.</p> <p><b>Responsible Officer:</b> Director Strategy &amp; Environment</p>	 98%	<p>This financial year Council re-valued all roads and transport assets, drainage infrastructure and bridge assets. The revaluation of these assets is a statutory process required to be undertaken as part of Council's financial reporting. Independent consultants completed a review of Council's technical and financial asset registers, methodologies and assumptions. This review identified a number of areas for improvement, has significantly reduced Council's infrastructure backlog assessment, aided in developing new funding strategies for asset renewals and maintenance programs, and the accuracy of Council's infrastructure asset management information.</p>

## Key Achievements

The financial improvement strategies developed for asset renewal and maintenance are detailed in Council's Resourcing Strategy. On 23 June 2015 Council adopted the revised Resourcing Strategy, including the Long Term Financial Plan and Asset Management Strategy.

## Operational Plan Tasks

Code	Description	Progress	Comments
L2.1.4.2.1	<p>Continually improve the integrity of asset data and asset registers.</p> <p><b>Responsible Officer:</b> Manager Integrated Planning Property &amp; Assets</p>	 100%	<p>The revaluation of Council's Roads and Transport, Stormwater Drainage and Bridge asset classes has been completed in line with statutory requirements. A review of Council's asset management data by independent consultants has realised improvements in both technical and financial asset registers. Recommendations from the independent review have been considered in the development of new funding strategies for asset renewal and maintenance programs which are incorporated into the Long Term Financial Plan.</p>
L2.1.4.2.2	<p>Implement asset management plans and progress improvement plans for each asset class.</p> <p><b>Responsible Officer:</b> Manager Integrated Planning Property &amp; Assets</p>	 100%	<p>Actions within the Asset Management Plans and Improvement Plan are regularly monitored to ensure they are progressed or completed. The Asset Management Strategy (which includes the Improvement Plan) has been revised to integrate with the updated Long Term Financial Plan. The Asset Management Plans have been updated to align with these documents.</p>
L2.1.4.2.3	<p>Implement an integrated corporate asset management system for all asset classes.</p> <p><b>Responsible Officer:</b> Manager Information Technology &amp; Communications</p>	 95%	<p>The Roads and Transport asset class is now operational for the input of financial data and reporting. The next step is to have the system available for Operations staff to use for maintenance, planning and execution. This is currently scheduled for the first quarter in 2015/2016. The delay in the completion of this Task was due to other work priorities.</p>

**Issue:** Good Governance and management.

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

**Term Achievement**

Code	Description	Progress	Stakeholders	Council Role
L3.1.1	Council's integrity and operating effectiveness is continually being improved through its leadership, decision-making and policies.  <i>Responsible Officer: General Manager</i>	<input checked="" type="checkbox"/>	Office of Local Government	Deliver, Lead
<b>Comments</b>				
<p>Council's sound accountability and decision making processes are underpinned by a comprehensive suite of Integrated Planning and Reporting documents. These documents clearly articulate the community's vision and priorities, how Council will progress towards their achievement, and importantly, how Council will monitor and measure its progress. During 2014/2015 Council received a number of important awards in recognition of its excellence in leadership, decision-making, policy development and delivery of community outcomes. This included the 2014 AR Bluett Memorial Award for excellence in local government, a gold award from the Australasian Reporting Awards program for Council's 2013/2014 Annual Report, the Parks &amp; Leisure Australia NSW 'Community Event of the Year' Award for the inaugural St Ives Medieval Faire held in September 2014 and a Planning Institute Australia award for the Ku-ring-gai Open space acquisition Program.</p> <p>Progressing in accordance with Delivery Program - Year 2.</p>				

**Critical Action**



Code	Description	Progress	Comments
L3.1.1.1	A Council business framework is developed to incorporate best practice integrated planning objectives.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	<input checked="" type="checkbox"/>  100%	All planned actions for integrating the organisation's business and decision-making systems and processes with the Integrated Planning and Reporting documents were completed for the reporting period and 2014/2015 year. This included the commencement and refinement of the new Integrated Planning and Performance Reporting corporate system, which commenced in November 2014. The system provides an easy to use 'single system' for monitoring and reporting for the Community Strategic Plan, Resourcing Strategy, Delivery Program and Operational Plan. Enhanced quarterly performance reporting to senior management Incorporation of bi-annual reporting on risk into the new IP&R system which will enhance both reporting and decision-making on governance related areas. Linking the organisation's financial cost centres to the Delivery Program through the program's six themes, as part of the preparation of the 2015/2016 Operational Plan. Council's adopted Integrated Planning and Reporting framework includes performance monitoring through performance measures and indicators. This includes progress and achievement of tasks, critical actions and term achievements against their specified targets. Supplementing these measures, specified performance indicators and targets are reported on annually as part of Council's June Bi-annual Review and Annual Report. All performance measures and indicators




			are reviewed and modified annually as part of the preparation of the following year's Operational Plan and Annual Report. Council's new 2015/2016 Operational Plan and revised Delivery Program were adopted on 23 June 2015 and the latest Annual Report was published in November 2014.
--	--	--	---

<b>Key Achievements</b>			
The commencement of the new Integrated Planning and Performance Reporting corporate system that provides an easy to use 'single system' for monitoring and reporting for the Community Strategic Plan, Resourcing Strategy, Delivery Program and Operational Plan.			


**Operational Plan Tasks**

Code	Description	Progress	Comments
L3.1.1.1.1	<p>Integrate business and decision-making systems and processes with the Community Strategic Plan, Resourcing Strategy, Delivery Program and Operational Plan.</p> <p><b>Responsible Officer:</b> <i>Manager Integrated Planning Property &amp; Assets</i></p>	 100%	<p>All planned actions for integrating the organisation's business and decision-making systems and processes with the Integrated Planning and Reporting documents were completed for the reporting period and 2014/2015 year. Key achievements included:</p> <ul style="list-style-type: none"> <li>*commencement and refinement of the new Integrated Planning and Performance Reporting corporate system, which commenced in November 2014, and provides an easy to use 'single system' for officer monitoring and reporting for the Community Strategic Plan, Resourcing Strategy, Delivery Program and Operational Plan for quarterly, bi-annual and annual reporting</li> <li>;*enhanced quarterly performance reporting to senior management; and</li> <li>* incorporation of bi-annual reporting on risk into the new IP&amp;R system which will enhance both reporting and decision-making on governance related areas</li> <li>*linking of the organisation's financial cost centres to the Delivery Program through the program's six themes, as part of the preparation of the 2015/2016 Operational Plan.</li> </ul>
L3.1.1.1.2	<p>Review performance measures and indicators to ensure relevance with the Integrated Planning and Reporting framework.</p> <p><b>Responsible Officer:</b> <i>Manager Integrated Planning Property &amp; Assets</i></p>	 100%	<p>Council's adopted Integrated Planning and Reporting framework includes performance monitoring through performance measures and indicators. This includes progress and achievement of tasks, critical actions and term achievements against their specified targets. Supplementing these measures, specified performance indicators and targets are reported on annually as part of Council's June bi-annual review and Annual Report. All performance measures and indicators are reviewed and modified annually as part of the preparation of the following year's Operational Plan and Annual Report. Council's new 2015/2016 Operational Plan and revised Delivery Program were adopted on 23 June 2015 and the latest Annual Report was published in November 2014.</p> <p>All planned actions to review performance measures and indicators were completed within the period December 2014 to June 2015. This included</p>



			reporting to the community and Council on the progress of term achievements, critical actions, tasks and performance indicators as part of the December bi-annual review of this Operational Plan and 2013/2014 Annual Report. In addition the September and March quarterly reviews of this Plan were completed and reported internally.
L3.1.1.1.3	<p>Prepare Integrated Planning and Reporting documents and complete all statutory reporting required under the Local Government Act and Integrated Planning and Reporting framework.</p> <p><b>Responsible Officer:</b> <i>Manager Integrated Planning Property &amp; Assets</i></p>	 100%	<p>All required preparation of Integrated Planning and Reporting documents and statutory reporting was completed within set time frames for the six month period December 2014 to June 2015. This included:</p> <p>*preparation of the 2015/2016 Operational Plan and revised 2013-2017 Delivery Program which were exhibited and adopted by Council on the 23 June 2015</p> <p>*completion of the December bi-annual review of this 2014/2015 Operational Plan and Delivery Program, reported to Council's meeting of 24 February 2015;</p> <p>*completion of the September and March quarter reviews of this 2014/2015 Operational Plan and Delivery Program, reported internally to Council's senior management team in December 2014 and May 2015 retrospectively.</p> <p>Reporting over the six month period included progress of term achievements, critical actions and tasks. Statutory financial reporting requirements for the Operational Plan and Delivery Program are addressed under Tasks L2.1.1.1.2 and L2.1.3.1.2 under this theme.</p>

### Term Achievement

Code	Description	Progress	Stakeholders	Council Role
L3.1.2	<p>Integrated risk management, compliance and internal control systems are in place to identify, assess, monitor and manage risks throughout the organisation.</p> <p><b>Responsible Officer:</b> <i>Director Corporate</i></p>		Office of Local Government	Deliver, Lead
<b>Comments</b>				
<p>Systems continue to be developed to integrate risk management into corporate planning and ongoing operations.</p> <p>Progressing in accordance with Delivery Program - Year 2.</p>				

## Critical Action

Code	Description	Progress	Comments
L3.1.2.1	Risk management is integrated into Council's business framework.  <i>Responsible Officer: Director Corporate</i>	<input checked="" type="checkbox"/> 100%	The development of the Risk Management System has been completed. The review of risk data is currently under way with training and assistance being provided to management and key staff as required.

## Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.2.1.1	Continue the development of a Risk Management Plan and ensure risks and related actions are monitored, reported on and followed up.  <i>Responsible Officer: Manager People &amp; Culture</i>	<input checked="" type="checkbox"/> 100%	The initial review with all business units has been completed, with the development of control measures and treatment plans.
L3.1.2.1.2	Implement Risk Management software as part of the corporate Performance Planning system.  <i>Responsible Officer: Manager People &amp; Culture</i>	<input checked="" type="checkbox"/> 100%	Risk management software has been implemented. Ongoing coaching, training and mentoring Business Unit Managers will continue.

## Term Achievement

Code	Description	Progress	Stakeholders	Council Role
L3.1.3	Council's governance framework is developed to ensure probity, transparency and the principles of sustainability are integrated and applied into our policies, plans, guidelines and decision making processes.  <i>Responsible Officer: Director Corporate</i>	<input checked="" type="checkbox"/>	Office of Local Government	Deliver, Lead
<b>Comments</b>				
Activities to ensure Council's governance framework is robust have continued this financial year, code of conduct training has been delivered and a policy review program developed. Progressing in accordance with Delivery Program - Year 2.				

## Critical Action

Code	Description	Progress	Comments
L3.1.3.1	<p>Ensure effective and efficient conduct of Council and committee meetings for the benefit of councillors and the community.</p> <p><b>Responsible Officer:</b> Director Corporate</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Council continues to meet its statutory obligations to hold council meetings which are openly accessible to the public. Meetings are held every month of the year with the exception of January due to a holiday recess. Business papers are produced one week prior to an ordinary meeting. Access to these papers is made to the public via Council's website and hard copies on the evening of the meetings. Members of the public are able to address council meetings on both agenda items as well as under general address.</p>

## Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.3.1.1	<p>Business Papers and associated Minutes are published in an accurate and timely manner for public scrutiny and encourage community participation.</p> <p><b>Responsible Officer:</b> Manager Records &amp; Governance</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Business papers were created for all meetings of Council held during the reporting period in accordance with the established time-frames in Council's Code of Meeting Practice. Business papers and minutes were created for the ten (10) Ordinary and one (1) Extraordinary Meeting of Council held during the reporting period.</p>
L3.1.3.1.2	<p>Deliver code of conduct training to Councillors and staff.</p> <p><b>Responsible Officer:</b> Manager People &amp; Culture</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Code of Conduct training was provided as part of Council's Induction program for new starters.</p>
L3.1.3.1.3	<p>Undertake refresher training with Councillors and existing staff to respond to changes in code of conduct.</p> <p><b>Responsible Officer:</b> Manager People &amp; Culture</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Refresher training occurs on an as needs basis for Councillors and existing staff.</p>
L3.1.3.1.4	<p>All new staff are trained in ethics and code of conduct at induction.</p> <p><b>Responsible Officer:</b> Manager People &amp; Culture</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Code of Conduct training was provided as part of the Induction program for new starters.</p>

### Critical Action

Code	Description	Progress	Comments
L3.1.3.2	Internal audit function is supported and operating effectively.  <i>Responsible Officer: Director Corporate</i>	<input checked="" type="checkbox"/> 100%	Councils internal audit function is now being successfully provided under a resource sharing arrangement with other North Shore councils.

### Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.3.2.1	Internal audit programs and statistics are reported to each Audit Committee meeting.  <i>Responsible Officer: Director Corporate</i>	<input checked="" type="checkbox"/> 100%	Internal audit programs and statistics are reported to each meeting of the Audit Committee meeting which occur on a quarterly basis.
L3.1.3.2.2	The results of Internal Ombudsman investigations and customer complaints are reported to the Audit Committee.  <i>Responsible Officer: Director Corporate</i>	<input checked="" type="checkbox"/> 100%	A report on progress and outcomes of complaints referred for investigation by the Internal Ombudsman function are reported to the Audit Committee on a quarterly basis.
L3.1.3.2.3	Ensure compliance with requests from external Government organisations in relation to investigations.  <i>Responsible Officer: Director Corporate</i>	<input checked="" type="checkbox"/> 100%	All compliance requests from external Government organisations in relation to investigations have been actioned accordingly.

### Critical Action

Code	Description	Progress	Comments
L3.1.3.3	Compliance with the requirements of relevant Acts and Regulations.  <i>Responsible Officer: Director Corporate</i>	<input checked="" type="checkbox"/> 100%	Council continues to comply with its statutory obligations under the relevant Acts and Regulations that relate to the local government sector. Council has implemented a Legislative Compliance Database in 2014/2015.

## Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.3.3.1	Comply with the Government Information (Public Access) and Privacy and Personal Information Acts (PIPP).  <i>Responsible Officer: Director Corporate</i>	<input checked="" type="checkbox"/> 100%	During the reporting period Council staff processed 650 informal requests for access to Council information and 19 formal applications for access to Council information under the Government Information (Public Access) Act 2009 and 0 applications under the Privacy and Personal Information Protection Act 1998.
L3.1.3.3.2	Comply with the requirements of the Local Government Act and Regulations.  <i>Responsible Officer: Director Corporate</i>	<input checked="" type="checkbox"/> 100%	Council complied with its requirements under relevant Acts and Regulations. Council is currently implementing a Legislative Compliance Database across the organisation in order to increase the effectiveness of its recording of its legislative and regulatory compliance obligations.

## Critical Action

Code	Description	Progress	Comments
L3.1.3.4	Continue to improve internal Council policies and maintain registers to accord with legislation.  <i>Responsible Officer: Director Corporate</i>	<input checked="" type="checkbox"/> 100%	Council's policy register has been reviewed and a new system for managing policies has been developed in-house with the implementation of the myCouncil Controlled Document Register. Council is also currently undertaking an organisation wide review of its policies which is anticipated to conclude by 31 December 2015. Council's public registers are maintained in accordance within statutory requirements.

## Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.3.4.1	Develop a policy review program to ensure currency of all policy documents.  <i>Responsible Officer: Director Corporate</i>	<input checked="" type="checkbox"/> 100%	A policy review program and automated system has been developed and implemented.
L3.1.3.4.2	Assess need for new policies and undertake regular policy reviews.  <i>Responsible Officer: Director Corporate</i>	<input checked="" type="checkbox"/> 100%	A new policy template for Council policies was approved and all new policies or policy revisions are required to be created in the new template format. Council keeps a record of its public registers in regards to identifying the name of the register, the statutory legislation for the register, the register format, frequency of update of the register, how the public can access the register and the date of the last update of the register.

L3.1.3.4.3	Continue to refine and enhance internal Council policies to accord with legislation.  <b>Responsible Officer:</b> Director Corporate	<input checked="" type="checkbox"/> 100%	The Governance team continues to maintain control data relating to the currency of all of Council's policies using the Controlled Documents Register. Currently a review is being conducted of Council's policies. Governance-related policies continue to be reviewed and updated by the Governance Team as required during the reporting period including the Records Management policy and the Public Notices policy.
L3.1.3.4.4	Participate in policy review opportunities to implement the principles of sustainability.  <b>Responsible Officer:</b> Manager Environment & Sustainability	<input checked="" type="checkbox"/> 100%	A number of policies are currently being reviewed by the Environment and Sustainability section of Council that will integrate the principles of sustainability. Council's revised Climate Change Policy and Greenhouse Gas Reduction Action Plan are soon to be reported to Council for public exhibition.
L3.1.3.4.5	Develop systems and internal procedures for regular review and update of registers.  <b>Responsible Officer:</b> Director Corporate	<input checked="" type="checkbox"/> 100%	Registers are monitored by the Governance team which records Council's publicly available registers and is kept up to date through the periodic reminder by the Governance team's contact with the responsible Council officers for specific registers.

### Critical Action


Code	Description	Progress	Comments
L3.1.3.5	Maintain transparency and accountability in the management of tenders, contracts and purchasing of goods and services.  <b>Responsible Officer:</b> Director Corporate	<input checked="" type="checkbox"/> 100%	Policies and procedures are in place to ensure transparency and accountability in procurement. Policy and procedures have been reviewed and after internal consultation will be implemented in 2015/2016.

### Operational Plan Tasks


Code	Description	Progress	Comments
L3.1.3.5.1	Tender committee is in place and follows all guidelines in assessing each tender within Council.  <b>Responsible Officer:</b> Director Corporate	<input checked="" type="checkbox"/> 100%	Required processes followed for all major procurement activities.
L3.1.3.5.2	All contracts are developed using consistent methodologies.  <b>Responsible Officer:</b> Director Corporate	<input checked="" type="checkbox"/> 100%	All tenders are issued with required contract documents appropriate to the procurement requirements.






## Term Achievement

Code	Description	Progress	Stakeholders	Council Role
L3.1.4	The organisation is recognised as a leader in sustainability.  <i>Responsible Officer: Director Strategy &amp; Environment</i>		Office of Local Government, Office of Environment and Heritage, Department of the Environment, Department of Planning and Environment, Local Community and Environmental Groups	Deliver, Lead
<b>Comments</b>				
Council was recognised as a leader in winning the 2014 A R Bluett Memorial Award, City Division. Council's sustainability programs were an integral part of the overall award winning submission. Delayed actions will be reviewed and progressed in the coming year - Year 2.				


## Critical Action

Code	Description	Progress	Comments
L3.1.4.1	Sustainability is integrated into Council's business framework.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 67%	Council's Corporate Sustainability Action Plan 2015 is currently being implemented and forms the basis of Council's corporate sustainability program. Council's staff sustainability network, the Ku-ring-gai Green Backs (KGB), continues to meet monthly and deliver staff talks and support services for improving sustainability across the organisation. Environmentally Sensitive Lands (ESL) training was delivered to 71 staff over the past year: bushfire prone lands mapping (33 people), Aboriginal Heritage Office (9 people) and sediment and erosion control (29 people). Progress on developing environmental risk management processes has been slow.  <b>Reason</b> The development of environmental risk management processes has been delayed due to limited available staff resources.  <b>Remedial Action</b> Progress on the development of Council's environmental risk management processes will be dependent on the staff resources available.


## Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.4.1.1	<p>Implement Council's Corporate Sustainability Action Plan and corporate sustainability program.</p> <p><b>Responsible Officer:</b> <i>Manager Environment &amp; Sustainability</i></p>	 100%	<p>A number of activities were undertaken throughout 2014/15 to implement Council's Corporate Sustainability Action Plan, including: the collection of base statistics for resource use (paper, corporate waste, recycling facilities); an investigation into renewable energy options for new projects, for example storage and leasing; the establishment of 'sustainable' products to be integrated into Council's procurement processes; investigations into options for the disposal of expanded polystyrene; and a number of staff workshops, such as a divestment presentation, soap making workshop and re-upholstering workshop.</p>
L3.1.4.1.2	<p>Deliver Environmentally Sensitive Lands training and other staff engagement programs.</p> <p><b>Responsible Officer:</b> <i>Manager Environment &amp; Sustainability</i></p>	 100%	<p>Council's staff sustainability network, the Ku-ring-gai Green Backs (KGB), continues to meet monthly and promote sustainability to council staff. Support has also been provided to the Thomas Carlyle Children's Centre to improve sustainability on site. While continuing to communicate general environmental messages to staff, the KGB team have delivered a sustainable investment talk for staff as part of ongoing workshops. A Green Selfie competition was promoted and conducted across Council by the Green Backs to promote the launch of the Corporate Sustainability Action Plan. Environmentally Sensitive Lands (ESL) training was delivered to 71 people in total: bushfire prone lands mapping (33 people), Aboriginal Heritage Office (9 people) and sediment and erosion control (29 people).</p>
L3.1.4.1.3	<p>Progress, monitor and report on Council's environmental risk management processes and activities.</p> <p><b>Responsible Officer:</b> <i>Manager Environment &amp; Sustainability</i></p>	 0%	<p>No progress has been made on this task during the reporting period.</p> <p><b>Reason</b></p> <p>The development of environmental risk management processes has been delayed due to limited available staff resources.</p> <p><b>Remedial Action</b></p> <p>Progress on the development of Council's environmental risk management processes will be dependant on the staff resources available. A Task to complete this work is included in the 2015/2016 Operational Plan.</p>


## Critical Action

Code	Description	Progress	Comments
L3.1.4.2	<p>Monitoring and reporting on sustainability performance informs investment and management priorities.</p> <p><b>Responsible Officer:</b> Director Strategy &amp; Environment</p>	 100%	<p>Council's sustainability data management and reporting system, through the Envizi platform, enables data in relation to Council's key sustainability performance indicators (including energy, water and waste data) to be easily accessible and easily reported against. This informs Council's energy, water and waste management programs. A corporate sustainability snapshot is currently being developed which will provide six (6) monthly/ annual snapshots of Council's sustainability performance.</p>

## Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.4.2.1	<p>Implement Council's sustainability data management and reporting system and monitor and report on organisational performance.</p> <p><b>Responsible Officer:</b> Manager Environment &amp; Sustainability</p>	 100%	<p>Council's sustainability data management and reporting (Envizi) system continues to be implemented. This system enables data in relation to Council's key sustainability performance indicators (including energy, water and waste data) to be easily accessible and easily reported against. A corporate sustainability snapshot is currently being prepared which will provide six (6) monthly/ annual information on Council's sustainability performance.</p>

## Term Achievement

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


### Comments

Council' Integrated Reporting and Planning documents, including the Long Term Financial Plan, provide elected councillors with the required information to allocate Council's financial and physical resources in an equitable manner, given competing demands.


A comprehensive analysis of Council's operations and strategic capacity was completed during 2014/2015 as part of Council's response to the State Government's Fit for the Future reform program. The results of this work demonstrated that Council meets the State Government's requirements for effective and efficient operations and service delivery. Council's submission was published for community comment by the Independent Pricing and Review Tribunal. Council will continue to review its internal systems, processes and work practices to realise efficiencies.



Progressing in accordance with Delivery Program - Year 2.

## Critical Action


Code	Description	Progress	Comments
L3.1.5.1	<p>Ensure optimal performance of Council's records management services and electronic document management system (TRIM) to ensure the timely delivery of information in response to community requests.</p> <p><b>Responsible Officer:</b> Director Corporate</p>	 100%	<p>Council's Records Management team undertake the tasks required within the records management program to ensure that Council's TRIM electronic records management system adequately meets council's statutory obligations under the State Records Act 1998 as well as the expectations of staff, councillors and our community.</p>

## Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.5.1.1	<p>Maintain Council's record management system and provide records management services.</p> <p><b>Responsible Officer:</b> Manager Records &amp; Governance</p>	 100%	<p>Mail Outgoing:</p> <p>Small letters – 138,770</p> <p>Large letters – 7,614</p> <p>others (parcels and International mail) - 1,298</p> <p>Registered Correspondence:</p> <p>Documents registered into TRIM (by Records team - excluding administration and scanner logins) – 33,890</p> <p>Documents registered into TRIM (by Council officers) – 170,161</p> <p>File containers created in TRIM - 2,864</p> <p>TRIM help desk completed requests - 907</p> <p>Archiving:</p> <p>Number of day boxes created - 41</p> <p>Number of archived boxes created - 325</p> <p>Number of boxes sent to off-site storage are as follows:</p> <p>1 box of Type 1</p> <p>288 boxes of Type 3</p> <p>6 boxes of Type 4</p> <p>Total = 295 boxes</p> <p>Number of requests for boxes off site - 325</p> <p>Number of requests for files from Off-Site - 282</p> <p>Number of requests for files stored on-site - 259</p> <p>Number of files destroyed - 2,034</p>

L3.1.5.1.2	Provide advice and training in the use of Council's record management system (TRIM).  <b>Responsible Officer:</b> Director Corporate	 100%	TRIM training sessions were held during the reporting period for new and existing staff with approximately 50 staff members attended these sessions. The TRIM helpdesk provided further advice and guidance to users during the reporting period.
L3.1.5.1.3	Audit and report on compliance with use of Council's record management system.  <b>Responsible Officer:</b> Director Corporate	 100%	A TRIM audit was conducted in June 2015. The results of the audit will be provided to Managers to assist them in their performance assessments of their staff for the previous performance assessment period.



### Critical Action

Code	Description	Progress	Comments
L3.1.5.2	Council's workforce and workplace match contemporary organisation requirements.  <b>Responsible Officer:</b> Director Corporate	 84%	<p>A draft four year Equal Employment Opportunity (EEO) Management Plan has been developed and is to be presented to the EEO Committee for assessment and further recommendations. The Workforce Action Plan is currently in place and due for further review in January 2016. In addition to this an organisational action plan has been developed to address staff feedback received via the employee opinion survey (EOS) which is being progressively implemented in the workplace.</p> <p>In relation to 828 Pacific Highway, the relocation of Council staff to this site has been deferred, and although this is not complete there has been an substantial amount work undertake during the report period.</p> <p><b>Reason</b></p> <p>The review and implementation of Councils EEO Management Plan has been delayed due to staff movements with the People &amp; Culture team resulting in limited available resources.</p> <p>Projects associated with 828 Pacific Highway have been delayed/deferred due to the uncertainty of the proposed reforms to local government under the banner of 'Fit for the Future' Council resolved to defer the relocation into the new administration building for 10 years.</p> <p>An implementation plan for the project is well progressed and a number of expert consultants have been engaged to undertake specific project components. Due to the enormity of the project and level of investigation required this project will take longer than originally planned.</p> <p><b>Remedial Action</b></p> <p>Following full implementation of the new People &amp; Culture business unit structure, a dedicated resource will be available to work on the EEO Management Plan review. It is anticipated that this task will be completed in the next 3 - 6 months.</p>






			<p>Vacant space within 828 Pacific Highway will now to be leased to commercial tenants. This project has been included in the 2015/2016 Operational Plan and is an established capital works project with a further briefing to Councillors proposed for in August 2015.</p>
--	--	--	--


**Operational Plan Tasks**

Code	Description	Progress	Comments
L3.1.5.2.1	<p>Complete site planning of 818 Pacific Highway, Gordon.</p> <p><b>Responsible Officer:</b> <i>Manager Integrated Planning Property &amp; Assets</i></p>	 60%	<p>Although site planning for the site has not been completed a substantial amount work has been undertaken during the reporting period as outlined below:</p> <ul style="list-style-type: none"> <li>* Councillor briefing on 5 May 2015 on methodology for cultural needs analysis;</li> <li>* traffic and transport consultants engaged and study progressing;</li> <li>* cultural planning consultants engaged and study progressing;</li> <li>* 3D site modelling completed;</li> <li>* briefing to PCG meeting held 26 May 2015; and</li> <li>* geotechnical and contamination studies complete.</li> </ul> <p><b>Reason</b></p> <p>An implementation plan for the project is well progressed and a number of expert consultants have been engaged to undertake specific project components. Due to the enormity of the project and level of investigation required this project will take longer than originally planned.</p> <p><b>Remedial Action</b></p> <p>This project has been included in the 2015/2016 Operational Plan and is an established capital works project with a further briefing to Councillors proposed for in August 2015.</p>
L3.1.5.2.2	<p>Council and staff are relocated into the new administration building.</p> <p><b>Responsible Officer:</b> <i>Director Strategy &amp; Environment</i></p>	 0%	<p>This project has been deferred.</p> <p><b>Reason</b></p> <p>Due to the uncertainty of the proposed reforms to local government under the banner of "Fit for the Future" Council resolved to defer the relocation into the new administration building for 10 years.</p> <p><b>Remedial Action</b></p> <p>Vacant space within the premises will now to be leased to commercial tenants.</p>




L3.1.5.2.3	Climate survey results are assessed and an action plan developed for implementation.  <b>Responsible Officer:</b> <i>Manager People &amp; Culture</i>	 100%	An organisational action plan has been developed and is being progressively implemented in the workplace. The progress of this plan is regularly monitored by the Business Unit Managers during their monthly meeting.
L3.1.5.2.4	Commence implementation of Work Force Action Plan in accordance with plan timeframes.  <b>Responsible Officer:</b> <i>Manager People &amp; Culture</i>	 100%	Completed previous reporting period.
L3.1.5.2.6	Implement Equity and Diversity Strategy in accordance with strategy timeframes.  <b>Responsible Officer:</b> <i>Manager People &amp; Culture</i>	 75%	A draft four year Equal Employment Opportunity (EEO) Management Plan has been developed and is to be presented to the EEO Committee for assessment and further recommendations.  <b>Reason</b> The review and implementation of Councils EEO Management Plan has been delayed due to staff movements with the People & Culture team resulting in limited available resources.  <b>Remedial Action</b> A Task to complete this work has been included in the 2015/2016 Operational Plan.

### Critical Action

Code	Description	Progress	Comments
L3.1.5.3	Provide a safe and healthy workplace for staff, contractors and the community.  <b>Responsible Officer:</b> <i>Director Corporate</i>	 100%	Councils Workplace, Health and Safety (WHS) Management system continues to be implemented with a number of workplace inspections completed during the period. In addition to this, action items contained within the Work Health Safety strategy have been delivered as scheduled. Councils SafeStart Safety program continues to be delivered to new Operations staff.

### Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.5.3.1	Implement the Work Health and Safety Strategy.  <b>Responsible Officer:</b> <i>Manager People &amp; Culture</i>	 100%	Action items identified in the WHS Strategy are being implemented in accordance with identified timeframes.  Initiatives for this period include; review of emergency warden training and due diligence audit provisions, new providers of emergency warden training engaged, Employee Assistance Program (EAP) providers reviewed and new EAP providers identified, 2015 mandatory WHS training program delivered, WHS policies reviewed and updated, online WHS reporting system identified and requested, chemical register update progressing, 95% reduction in hours lost to injury since 2009.

L3.1.5.3.2	Deliver the WHS Management system across Council.  <b>Responsible Officer:</b> <i>Manager People &amp; Culture</i>	<input checked="" type="checkbox"/> 100%	The WHS Operations work group meetings are held regularly to address operational issues. Regular meetings of the WHS Committee occur bi-monthly. Forty (40) WHS training sessions delivered in-house between February and June 2015 as part of the mandatory WHS training program. In this period (compared to last financial year), Council: * increased its WHS incident reports by 11%. * reduced its Lost Time Injuries by 9% , * reduced its Workers Compensation claims by 26.6%. * reduced its Hours Lost to Injury by 85.5%.
L3.1.5.3.3	Deliver the SafeStart Safety program.  <b>Responsible Officer:</b> <i>Manager People &amp; Culture</i>	<input checked="" type="checkbox"/> 100%	Council's Safestart program was delivered on schedule. All new Council employees from the Operations Department for 2014/2015 will be trained in core units in July 2015.




### Critical Action

Code	Description	Progress	Comments
L3.1.5.4	Create a culture that builds skills and supports staff in professional development opportunities.  <b>Responsible Officer:</b> <i>Director Corporate</i>	<input checked="" type="checkbox"/> 100%	A training needs analysis has been completed, following 2015 Performance Assessment process with identified training to be delivered to staff across the 2016 calendar year. The General Manager and Directors receive quarterly reports on the learning and development activities across Council. A new Performance Assessment process was developed and adopted during the 2014/2015 financial year. Councils broader approach to reward and recognition will now be the focus over the next 3-6 months. Following the restructure of the People & Culture business unit the position of Learning & Development Coordinator has been created to focus on Councils learning and development function. All training events scheduled for the 2014/2015 financial year have been successfully delivered. A training calendar and plan focusing on both Operational and Corporate training requirements is currently being developed for the 2015/2016 financial year.


### Key Achievements

A new Performance Assessment process was developed and adopted during the 2014/2015 financial year.  
The position of Learning & Development Coordinator was created dedicated to focusing on Councils learning and development function.

## Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.5.4.1	Deliver Training Plans and programs.  <i>Responsible Officer: Manager People &amp; Culture</i>	 100%	Following the restructure of the People & Culture business unit the position of Learning & Development Coordinator has been created to focus on Councils learning and development function.  All training events scheduled for the 2014/2015 financial year have been successfully delivered.  A training calendar and plan focusing on both Operational and Corporate training requirements is currently being developed for the 2015/2016 financial year.
L3.1.5.4.2	Deliver staff reward and recognition program.  <i>Responsible Officer: Manager People &amp; Culture</i>	 100%	A new Performance Assessment process was developed and adopted during the 2014/2015 financial year.  Councils broader approach to reward and recognition will now be the focus over the new 3-6 months.
L3.1.5.4.3	Monitor and report on learning and development activities across Council.  <i>Responsible Officer: Manager People &amp; Culture</i>	 100%	A training needs analysis was completed following the 2015 Performance Assessment process. The training identified will be delivered to staff across the 2016 calendar year.  The General Manager and Directors receive quarterly reports on the learning and development activities across Council.

## Critical Action

Code	Description	Progress	Comments
L3.1.5.5	Information management systems, technologies and procedures are in place to support the organisation's strategic objectives.  <i>Responsible Officer: Director Corporate</i>	 100%	The PABX and Telecommunication Services replacement project commenced in January and is progressing well. The new PABX has been installed and is being configured. Installation of the new communication links between Council's 12 sites is nearing completion, with only two (2) sites remaining. The new links will improve performance and stability for both the data and voice networks. This project is on schedule for go-live in the last week of August.  All planned network infrastructure maintenance and hardware replacements were completed on schedule and under budget.  The use of Council's online services continues to grow with approximately 50% of all Section 149 and 603 certificates now being ordered online and delivered electronically. This period the online service offering has been further expanded to include Cat and Dog Registrations as well as several Health and Building Notices.  The Geographical Information System and Property & Rating databases were






		<p>updated with all relevant changes throughout this period.</p> <p>All scheduled Information Management Strategic Plan projects have commenced and are progressing. Whilst some projects have experienced delays mainly due to resourcing and competing priorities all projects are on budget and project plans have been reviewed and adjusted to account for the delays.</p>
--	--	---



**Key Achievements**

Council's online service has been expanded to include cat and dog registrations as well as several health and building notices.  
 The Enterprise Asset Management - Roads asset class went live in June for Finance, implementation for Operations will follow in July.


**Operational Plan Tasks**

Code	Description	Progress	Comments
L3.1.5.5.1	<p>Review and Implement Information Management Strategic plan projects and ensure appropriate funding is identified.</p> <p><b>Responsible Officer:</b> <i>Manager Information Technology &amp; Communications</i></p>	<p> 100%</p>	<p>All projects are still remaining on track budget wise. The Information Management Business Group continues to meet and get updated regularly.</p>
L3.1.5.5.2	<p>Continual expansion of relevant integrated E-Business and online service delivery.</p> <p><b>Responsible Officer:</b> <i>Manager Information Technology &amp; Communications</i></p>	<p> 100%</p>	<p>Online section 149 and 603 certificates continue to exceed 50% online on a daily basis. The larger conveyancing groups now have their own login to the system. Additional to this Animal Registrations are now available online and are progressing very well. Also the Outstanding Health and Building Notices Certificates are now available online as well.</p>
L3.1.5.5.3	<p>Council's Geographic Information System (GIS) is maintained and updated.</p> <p><b>Responsible Officer:</b> <i>Manager Information Technology &amp; Communications</i></p>	<p> 100%</p>	<p>During this reporting year all Geographical Information System (GIS) and TechnologyOne Property &amp; Rating (PnR) databases were updated as a result of 56 new subdivisions registered at NSW Land and Property Information which resulted in the creation of 44 new property records and 556 new residential unit records.</p> <p>Council's GIS was upgraded to Dekho version 4.1.10 and ESRI ArcMap version 10.2.2 to ensure all staff have access to the latest technology available.</p> <p>Approximately 35,000 properties were covered by the making of Ku-ring-gai Local Environmental Plan 2015. This required approximately 500,000 PnR property attribute records to be updated to reflect the latest land zoning, floor space ratio, height of building, lot size, heritage, land acquisition, biodiversity, riparian land and acid sulphate soil requirements of this new planning instrument. All the GIS layers, crystal reports and information queries used within Dekho were also updated to reflect these changes.</p> <p>During the reporting year 5625 Planning Certificates were issued. With the launch of Council's new eCertificates modules in January 2015, 972 certificates have been processed online which represents approximately 60%</p>





			<p>of all Planning Certificates issued since that date. The eCertificate service has helped to reduce the workload of Council's Customer Service staff that previously manually lodge and receipted all applications.</p> <p>Council's new Public Web Mapping Viewer is scheduled for launch in July 2015. It is an easy to use online mapping service that will help people plan their activities and find services they might need. The service unlocks a comprehensive range of information and search functions for the first time, allowing people to make decisions and access items of interest at a time that suits them. It has been fully developed in-house by GIS and Information Management staff at a minimal cost to the organisation.</p>
L3.1.5.5.4	<p>Maintain Council's website.</p> <p><b>Responsible Officer:</b> <i>Manager Corporate Communications</i></p>	 100%	<p>During the reporting period Council's website was maintained with up to date information on the services and facilities we provide to the community. Website improvements were implemented to make it more user friendly and pages were restructured to improve access to information.</p> <p>Examples included:</p> <ul style="list-style-type: none"> <li>* new section called 'current projects and priorities';</li> <li>* restructured St Ives precinct pages; and</li> <li>* images added to pages to make the website more visually attractive.</li> </ul> <p>In addition a system was introduced to manage broken links.</p> <p>Completed a number of website project that improve functionality and transparency including:</p> <ul style="list-style-type: none"> <li>* Improving sports ground closures pages;</li> <li>* Improved What's On event form so more visually attractive;</li> <li>* Fixed compatibility issue with PDFs opening on apple devices; and</li> <li>* Introduced click able image maps.</li> </ul>
L3.1.5.5.5	<p>Monitor and report on use of website.</p> <p><b>Responsible Officer:</b> <i>Manager Corporate Communications</i></p>	 100%	<p>Period 1 July 2014 - 30 June 2015</p> <p>During the reporting period website usage continued to grow with total unique page views reaching 1,879,399 (+12.6% from previous 6 months).</p> <p>The most clicked through pages were:</p> <p>Home page: 196,163, My library: 59,255, Libraries: 46,580, Opening hours info Library: 46,826, Waste and recycling: 38,004, Find out what's near you: 14,540, Waste and recycling for houses: 30,712, Contact us: 32,804, Clean ups: 30,327 and Sportsground closures: 24,734.</p>

## Critical Action


Code	Description	Progress	Comments
L3.1.5.6	<p>Council's services have been reviewed against community needs, objectives and strategic directions.</p> <p><b>Responsible Officer:</b> Director Strategy &amp; Environment</p>	 88%	<p>A review of the organisation's services and operations was commenced as part of the background investigation and research work undertaken in response to the NSW Government's Fit for the Future initiative. The aim of the review was to identify and implement efficiencies and more cost effective practices. The review included the assessment and benchmarking of a range of Council's services and facilities, our technical and financial asset information leading to new renewal and maintenance funding strategies and programs which have reduced Council's infrastructure backlog.</p> <p>Efficiencies and improvements identified from the review resulted in:</p> <ul style="list-style-type: none"> <li>* internal review of Council's capital and operational expenditure leading to more funding being allocated towards asset maintenance;</li> <li>* completion of a revised Long Term Financial Plan which shows that Council can meet all Fit for the Future financial indicators; and</li> <li>* comparison of service deliverables with other northern region Councils for open space and bushland maintenance, environmental protection, community &amp; recreation services and facilities, land use planning and approvals.</li> </ul> <p><b>Reason</b></p> <p>Phase two of the review program was delayed due to resources being directed to completing research for Council's response to the Fit for the Future initiative.</p> <p><b>Remedial Action</b></p> <p>It is proposed to reconvene the Service Mapping Working Party and develop pilot service specifications in 2015/2016.</p>




## Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.5.6.1	<p>Undertake a program of specification of Council's services, including defined service levels, against community expectations.</p> <p><b>Responsible Officer:</b> <i>Manager Integrated Planning Property &amp; Assets</i></p>	 75%	<p>High level service mapping was completed for all Council organisational services during 2014/2015. The service mapping has provided information for a first phase of a review of service levels. This included using data from Council's general ledger for service costs as well as information on service deliverables, frequency and legislative requirements for the delivery of services. The work was facilitated by a cross organisational steering group. This information also informed a Councillor briefing session held in March 2015 and subsequent report presented to Council on 28 April 2015 regarding Council's proposed response to the NSW Government's Fit For the Future initiative. The next phase of the review process will commence in 2016/2017 with the aim of defining our services, reviewing service levels and identifying opportunities for improvement.</p> <p><b>Reason</b></p> <p>Phase two of the review program was delayed due to resources being directed to completing research for Council's response to the Fit for the Future initiative.</p> <p><b>Remedial Action</b></p> <p>It is proposed to reconvene the Service Mapping Working Party and review information obtained from the first phase of the program to develop pilot service specifications.</p>
L3.1.5.6.2	<p>Commence a whole of organisation review.</p> <p><b>Responsible Officer:</b> <i>Manager Integrated Planning Property &amp; Assets</i></p>	 100%	<p>Review of the organisation's operations to identify and implement efficiencies and more cost effective practices is ongoing. During the reporting period major assessment and benchmarking of a range of Council's services and facilities was completed as part of the background investigation and research work undertaken in response to the NSW Government's Fit for the Future initiative. This included:</p> <ul style="list-style-type: none"> <li>*reassessment of our technical and financial asset information leading to new renewal and maintenance funding strategies and programs which have reduced Council's infrastructure backlog program. This work was informed by independent consultancy research and analysis;</li> <li>*internal review of Council's capital and operational expenditure leading to more funding being allocated towards asset maintenance;</li> <li>*completion of a revised Long Term Financial Plan which shows that Council can meet all Fit for the Future financial indicators; and</li> <li>*comparison of service deliverables with other northern region Councils for open space and bushland maintenance, environmental protection, community and recreation services and facilities, land use planning and approvals.</li> </ul> <p>Other actions include reassessment of Council's fees and charges with changes adopted as part of its 2015/2016 Operational Plan. Efficiencies and reduced costs identified from the reviews are being implemented.</p>

## Critical Action

Code	Description	Progress	Comments
L3.1.5.7	Council provides quality customer service.  <i>Responsible Officer: Director Community</i>	 100%	A program of customer service standards and process improvement has been undertaken during the reporting period.  This includes a new staff structure within the customer service team to better manage customer requests and operations, a comprehensive benchmarking program and a detailed training plan.


## Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.5.7.1	Implement Customer service Standards.  <i>Responsible Officer: Director Community</i>	 100%	A program of customer service standards and process improvement has been undertaken during the reporting period. This has includes a new staff structure to better manage customer requests and operations, a benchmarking program and a comprehensive training plan.

**Issue:** Community engagement.

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


## Term Achievement

Code	Description	Progress	Stakeholders	Council Role
L4.1.1	Community engagement utilises effective and varied communication channels to reach all sections of the community.  <i>Responsible Officer: Director Community</i>		Office of Local Government, Local Community Groups	Facilitate, Deliver, Lead


### **Comments**

A range of engagement methods have been used throughout the reporting period to reach specific groups within the community providing views and discussion on a number of Council projects. Current methods have been broadened through access to Bang the Table, a social media tool, plus dedicated website pages. Projects undertaken within the reporting period include the Gordon Golf Course Masterplan, Activate Turrumurra, Marian Street Theatre, Lindfield Village Green, Lindfield Community Hub, Marian Street Theatre and Local Government Reform (Fit for the Future). All of these projects were managed by a multi-modal approach to communications and engagement which included special events, have your say pages on the website, forums or workshops, telephone surveys, stakeholder meetings, online and hard copy surveys and face to face availability of staff. Delayed actions will be reviewed and progressed in the coming year - Year 2.

## Critical Action

Code	Description	Progress	Comments
L4.1.1.1	<p>Implement a program of innovative and effective engagement to provide a better understanding of Council services, programs and facilities to the community.</p> <p><b>Responsible Officer:</b> Director Community</p>	 75%	<p>Council is providing innovative and effective consultation by taking new ideas and master plans directly to the community through forums, workshops, special events and information stalls. Opportunities for the community to provide comment is further broadened by access to Bang the Table, social media and dedicated website pages. Projects undertaken within the reporting period included; Gordon Golf Course Masterplan; Activate Turramurra; Marian Street Theatre; Lindfield Village Green; Lindfield Community Hub and Local Government Reform (Fit for the Future). All of these projects were managed by a multi-modal approach to communications and engagement which included special events, have your say pages on the website, forums or workshops, telephone surveys, stakeholder meetings, online and hard copy surveys and face to face availability of staff.</p> <p>These provided opportunities to the community to discuss and provide views on a number of current Council projects.</p> <p><b>Reason</b></p> <p>The Consultation policy was not updated during this period due to a staff vacancy. However significant consultation was undertaken for five (5) separate projects.</p> <p><b>Remedial Action</b></p> <p>The Consultation Policy will be updated in the first quarter of the new financial year.</p>

### Operational Plan Tasks

Code	Description	Progress	Comments
L4.1.1.1.1	<p>Revise Engagement Policy and ensure promotion and education throughout the organisation.</p> <p><b>Responsible Officer:</b> Manager Corporate Communications</p>	 75%	<p>A review of Council's existing engagement policy commenced during the reporting period. This will incorporate the need to utilise innovative and effective engagement practices to reach the community. However it was not completed due to the staff vacancy of the Consultation Coordinator and the need for all resources to be diverted to more urgent projects such as the consultation for Activate Lindfield, Gordon Golf Course masterplan and Marian Street Theatre.</p> <p><b>Reason</b></p> <p>The Consultation Coordinator position was vacant for five (5) months of the financial year.</p> <p><b>Remedial Action</b></p> <p>It is proposed to include a Task to complete this work in the 2015/2016 Operational Plan.</p>

## Term Achievement

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

### Comments

Communications staff actively monitor and manage media and public comment to ensure timely and accurate responses to topics affecting Council.

All corporate communications printed via Council's print room meet both visual design and content standards before printing. All website pages are reviewed by communications staff to ensure compliance with standards prior to publishing and social media is updated in a timely manner. Incorrect and misleading press and social media articles are addressed where appropriate to ensure Council's reputation is not damaged.

Progressing in accordance with Delivery Program - Year 2.

## Critical Action

Code	Description	Progress	Comments
L4.1.2.1	Proactively monitor media and public comment and develop and coordinate the Council's actions in response.  <i>Responsible Officer: Director Community</i>	<input checked="" type="checkbox"/> 100%	The communications team continued to provide daily reports to Councillors and senior staff on media coverage as required. A total of 105 media releases were issued during the reporting period - an average of 4 each week. A total of 6 media releases were issued on the proposed Fit for the Future council reforms to advise the community of key stages. Meetings were held with the new editors of the Monthly Chronicle and Sydney Observer to re-establish relationships, and media sponsorships arranged with News Limited for major Council events including the Big Swing Festival and the St Ives Medieval Faire.

## Operational Plan Tasks

Code	Description	Progress	Comments
L4.1.2.1.1	Monitor media and public comment and coordinate Council's response.  <i>Responsible Officer: Manager Corporate Communications</i>	<input checked="" type="checkbox"/> 100%	The communications team continued to provide daily reports to Councillors and senior staff on media coverage as required. A total of 213 media releases were issued during the year - an average of 4 each week. A total of six (6) media releases were issued on the proposed Fit for the Future reforms advising the community of key stages. Meetings were held with the new editors of the Monthly Chronicle and Sydney Observer to re-establish relationships, and media sponsorships arranged with News Limited for major Council events including the Big Swing Festival and the St Ives Medieval Faire.



L4.1.2.1.2	<p>Proactively publicise and manage Council's achievements, programs, policies and projects.</p> <p><b>Responsible Officer:</b> <i>Manager Corporate Communications</i></p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>A continued program of publicity highlighted many of Council achievements during this year. Council's corporate advertisement was amended to make public exhibitions clearer to the public. The digital advertising campaign with News.com continued to further publicise Council services and events. Communications strategies were successfully implemented for the Ku-ring-gai Fitness and Aquatic Centre, the Wildflower Garden function centre and new visitors centre. National media coverage was obtained for the discovery of a new plant species in Ku-ring-gai.</p> <p>Two videos were prepared to promote the North Turramurra Golf Course and the Showground and Wildflower Garden facilities.</p> <p>Communications campaigns were undertaken for the 50s Festival, the St Ives Medieval Faire, Activate Lindfield, Gordon Golf Course master plan, Marian Street Theatre and the Fit for the Future community consultation. The General Manager's Report was published for the previous quarter ie. January-March 2015. Social media monitoring through Meltwater News was extended for a further six months.</p>
L4.1.2.1.3	<p>Monitor and apply corporate communications and visual design standards to Council's communication materials, products and website.</p> <p><b>Responsible Officer:</b> <i>Manager Corporate Communications</i></p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>During the reporting period all corporate communications and visual design of Council's communications material, products and website were produced to a high standard. This included promotional material for events throughout council including Council's award winning 2014 Bluett Award submission, 2013/2014 Annual Report, Delivery Program and 2014/2015 Operational Plan, Caley's Pavilion logo and promotional information, Art Centre semester program and Twilight concerts promotional information. The winter school holiday event programs for - library, art centre, youth services; artwork for the upcoming twilight concert in the park, senior events, library author encounters bushfire safety board game as part of a bushfire ready education program. Council was awarded a gold award for the 2013/2014 Annual Report by the Australasian Reporting Awards.</p>



**KU-RING-GAI COUNCIL**

818 Pacific Highway, Gordon NSW 2072

P 02 9424 0000

F 02 9424 0001

E [kmc@kmc.nsw.gov.au](mailto:kmc@kmc.nsw.gov.au)

[kmc.nsw.gov.au](http://kmc.nsw.gov.au)