



## **Revised**

### DELIVERY PROGRAM 2013-2017 & OPERATIONAL PLAN 2016-2017

DECEMBER 2016



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

Theme: Natural Environment.....28

Theme: Places, Spaces and Infrastructure.....44

Theme: Access, Traffic and Transport.....78

Theme: Local Economy and Employment .....89

Theme: Leadership and Governance .....96


## Theme: Community, People and Culture

**Issue:** Community Wellbeing


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

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


### Critical Action

Code	Description	Progress	Comments
C1.1.1.1	<p>Effective responses are made to changing needs of the community.</p> <p><i>Responsible Officer: Director Community</i></p>	 50%	Contemporary demographic information and analysis continued to be undertaken to assist in developing responses to community needs by both internal and external stakeholders and interest groups.





### Operational Plan Tasks

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






### 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>	 52%	Agreed programs were successfully delivered during the reporting period focussed on identified demographic and user groups. Of particular note are Council's seniors program and children's programs, which continue to experience high utilisation levels. This reflects increased demand for these activities as the Ku-ring-gai population ages and concurrently experiences growth in young age groups as a result of significant growth in new dwellings.

## 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><b>Responsible Officer:</b> <i>Manager Community Development</i></p>	 50%	<p>Council's seniors program continues to experience high utilisations levels and demand for activities is increasing as the population ages. Seniors events continue to be well attended and popular with over 1500 seniors participating in Council's Seniors in Action program. Customer feedback surveys indicate a 97% satisfaction rating. Activities included monthly seminars attracting 278 seniors, popular health forums, opportunity for bone density scans, a presentation on navigating the aged care system, a Carer's Forum and falls prevention classes.</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>	 50%	<p>Approximately 1464 people attended youth services programs in the reporting period. Activities included the 5th Annual Hornsby Ku-ring-gai Youth Forum held in Ku-ring-gai Town Hall with 209 people attending, partnering with Pymble Ladies College to design and paint a public art mural at Ku-ring-gai Fitness and Aquatic Centre, AWOL Youth Hub programs with 750 young people attending, an HSC Lock-In Program where Year 12 students were supported to effectively prepare for their examinations, FITZ Youth Centre St Ives programs with 177 young people attending, parent forum with KYDS Counselling Service as well as resources and support provided to the Hornsby Ku-ring-gai Youth Network. In addition Council partnered with St Ives Cyclery and Streetwork to deliver the very successful annual Droppin' Hammer Skate Competition. This event allows local riders to showcase their skills and tricks whilst competing to win great prizes across three divisions.</p>
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>	 75%	<p>During the reporting period State Government approval was obtained for regulatory compliance and Commonwealth Government approval obtained for child care benefits and child care rebates for the new West Lindfield service to provide vacation care for 60 school age children. This service commenced operation on the 9th January operating form West Lindfield Community Hall.</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>	 50%	<p>Demand for Council's Family Day Care, Thomas Carlyle Children's Centre and vacation care remained high and these services are operating close to full capacity. Currently we are extending to provide an additional Getaway Centre in West Lindfield to meet increasing demand for vacation care services. A new Immunisation Service online booking system has been introduced to assist in managing appointments and monitor attendance patterns.</p>





C1.1.1.2.5	<p>Library programs are developed and delivered for all age groups, including accessing technology-enabled information and supporting literacy.</p> <p><b>Responsible Officer:</b> <i>Manager Library &amp; Cultural Services</i></p>	 50%	<p>The first six months of this year has seen solid attendances for all core library programs provided as well as special events for customers of all ages. Activities included:</p> <ul style="list-style-type: none"> <li>- Rhyme and storytime programs for pre-school children with over 3200 children under 5 visiting our libraries</li> <li>- Holiday activities, special events and book club events with over 650 students (primary and young adult) attending</li> <li>- Nearly 1000 adults participated in regular book club meetings, scrabble and cryptic crossword club sessions, as well as special talks and information presentations. Highlights included author encounters with Richard Whitaker, Tony Park and Mark Tedeschi QC covering both fictional and factual works and special information sessions including Centrelink presenting on changes to the aged care assets test.</li> </ul>
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>	 50%	<p>The Information Services team has provided increased service development and delivery, particularly in promoting services and collections, local studies planning, and collection development oversight in the six months under review. Grant funds have been used to improve and update branch furniture and layout to enhance usable space and collection presentation.</p>
C1.1.1.2.7	<p>Proactively collaborate with other organisations to facilitate and host educational, cultural and information programs.</p> <p><b>Responsible Officer:</b> <i>Manager Library &amp; Cultural Services</i></p>	 50%	<p>Library branches proactively engaged with the Ku-ring-gai community during the reporting period. This included author encounters such as Tony Park, Belinda Alexander and Mark Tedeschi, QC and regular clubs - Scrabble, Cryptic Crossword, Charity Knitting and book clubs attended by over 150 people each month. Partnerships with various Government departments are proving invaluable in linking to services for the residents of Ku-ring-gai and attracted over 180 attendees.</p>
C1.1.1.2.8	<p>Develop and deliver arts and cultural programs including classes, workshops and exhibitions, and specialist programs at the Art Centre.</p> <p><b>Responsible Officer:</b> <i>Manager Library &amp; Cultural Services</i></p>	 50%	<p>In the December bi-annual period, all tasks were successfully completed. Highlights in this period were Susie Murphie's 'Watercolour Intensive- Animals and Flowers' workshop in November, annual Tutors Show, Rachele Juter's 'Elemetal' Jewellery Show in November, Balcony Gardening' workshops for the community and cross collaboration with other Council departments as a way to reach a broader market, and to encourage growth and development within the Cultural Services in Ku-ring-gai.</p>
C1.1.1.2.9	<p>Implement recommendations of Art Centre review within available resources.</p> <p><b>Responsible Officer:</b> <i>Manager Library &amp; Cultural Services</i></p>	 50%	<p>In this period the Art Centre completed the first Holiday Program Special Tile Project in the September/October Program. The impact of the project was strong, with both the children and the parents excited at the prospect of leaving their mark on the Centre with a handmade tile on the veggie garden wall. The Art Centre Facebook page is now well underway, and the Centre's ability to advertise its new programs via the pages has significantly improved our promotional reach. The Centre also continued work on the larger garden</p>

			proposal including an application to be a part of Gardening Australia's 'Find a Family' competition, where the program's panel is choosing groups to help to plan out their home gardens.
C1.1.1.2.10	Review and update the 2005 to 2009 Ku-ring-gai Community Plan.  <i>Responsible Officer: Director Community</i>	 50%	Work is in progress to update the demographic profile, key issue areas, target group analysis and associated community consultation requirements for the Plan.

### Critical Action


Code	Description	Progress	Comments
C1.1.1.3	Develop partnerships with the community and key stakeholders to deliver community programs.  <i>Responsible Officer: Director Community</i>	 50%	During the reporting period Council continued its very successful development of new and established partnerships with community and other government organisations to plan for and deliver a range of community programs. In particular the 20-17 Ku-ring-gai Youth Week Program and Seniors Festival 2017.

### Operational Plan Tasks


Code	Description	Progress	Comments
C1.1.1.3.1	Implement Youth Week program in cooperation with local community groups.  <i>Responsible Officer: Manager Community Development</i>	 50%	Planning commenced to develop the Ku-ring-gai Youth Week Program for 2017. Currently the events proposed to be held include the Hornsby Ku-ring-gai Youth Forum in partnership with Macquarie University and other service providers, Discobility (dance party for young people with special needs) and Shoreshocked (regional live music festival involving nine local government partners).
C1.1.1.3.2	Implement Seniors Festival of events in cooperation with local community groups.  <i>Responsible Officer: Manager Community Development</i>	 50%	Planning for the Seniors Festival 2017 has commenced and invitations sent to community groups encouraging their involvement. Staff liaised with a local high school to provide the entertainment for the Seniors Concert which will be run in early March to launch the Festival. Nominations are now open for the Seniors Mayoral Awards which recognise individuals and community groups who make a positive impact in the lives of older people.

### Critical Action

Code	Description	Progress	Comments
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C1.1.1.4	Identify funding gaps for program delivery and resource requirements.  <i>Responsible Officer: Director Community</i>	 80%	The Ku-ring-gai Community Grants applications have been reported to Council for consideration and funds have been distributed to community groups.  Investigations continued into opportunities for other external funding sources as they become available.
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### Operational Plan Tasks


Code	Description	Progress	Comments
C1.1.1.4.1	Resource and support local initiatives and volunteer organisations through the Ku-ring-gai Community Grants program.  <i>Responsible Officer: Director Community</i>	 80%	The Ku-ring-gai Community Grants applications have been reported to Council for consideration and funds have been distributed to community groups. In total Council approved 49 grants to local community organisations totalling \$97,506.

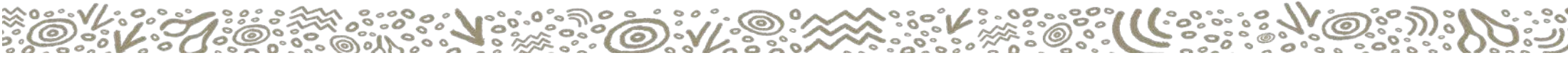
**Term Achievement:** Access has increased for communities that face barriers to using social services and facilities.


### Critical Action

Code	Description	Progress	Comments
C1.1.2.1	Develop and implement programs that respond to community needs and address a range of accessibility issues and alleviate social isolation.  <i>Responsible Officer: Director Community</i>	 50%	During the period Council continued its very successful programs that respond to accessibility issues. In particular its roll out of the Access and Disability Action Plan, workshops regarding the National Disability Insurance Scheme, inclusive playground design workshops, the Libraribus service and access to library materials in various formats for individuals with access issues.

### Operational Plan Tasks

Code	Description	Progress	Comments
C1.1.2.1.1	Implement priority recommendations from Access and Disability Inclusion Plan.  <i>Responsible Officer: Manager Community Development</i>	 50%	There were a number of achievements during the reporting period. These included:  - Third Party Verification was achieved against the Disability Service Standards, enabling Council's Disability Services to retain funding and prepare for the National Disability Insurance Scheme's Commissioning Framework.  - International Day of People with Disability was celebrated in partnership with Lane Cove and Willoughby Councils. A theatrical stage production entitled 'All the Worlds a Stage' was hosted at The Concourse, Chatswood and presented an opportunity for local disability creative arts groups to share their talents. Ku-ring-gai was represented by St Edmunds School, Northcott Disability Services, St Lucy's School and the Marion St Theatre for Young People.




			<ul style="list-style-type: none"> <li>- A community workshop on inclusion and accessibility in the play environment was organised and attended by 23 representatives, including parents of children with a disability and disability service providers. The workshop generated inclusive design ideas that enabled children of all abilities to play together and encouraged exploration, challenge and imagination. Outcomes from the workshop will feed into the planning processes for Allen Avenue Reserve, Turramurra and future playground upgrades.</li> <li>- Inclusion support training was provided for front line staff working with young people with developmental disabilities. Staff attending included Wildflower Garden, Environment and Strategy and Community Development employees.</li> <li>- The National Disability Insurance Scheme was launched in Ku-ring-gai July 2016. Disability Services has provided information and referral support to community members navigating this new system. This work follows on from the community information evening in May 2016.</li> <li>- Disability Services have participated in a number of cross departmental access related projects, including: Lindfield Community Hub tender process; online disability awareness training for staff; initial review of the Outdoor Dining and Footpath Trading Policy; accessible flooring for special events; and the Accessible Community Garden Project at Ku-ring-gai Art Centre.</li> <li>- A Case Study was prepared and submitted to Local Government NSW on 'Beyond Physical Access' for inclusion in the Local Government NSW Disability Inclusion Manual.</li> </ul>
C1.1.2.1.2	Deliver Home Library Service and Library bus service.  <b>Responsible Officer:</b> <i>Manager Library &amp; Cultural Services</i>	 50%	During the reporting period the Libraribus service was promoted in the North Shore Times, which will help ensure our community is aware of this important service. Regular Libraribus users have continued to express their appreciation for this service to staff, as it provides them with access to their libraries, and the opportunity to discuss their interests with library staff and other library users. Home Library Service customer numbers remain at capacity (160), with no current waiting list. Because the service was closed for 2 weeks over the Christmas period, staff organised special holiday deliveries for HLS users, involving the selection and delivery of additional library materials to last throughout the holiday period. The high level of personal service is appreciated by those in our community who value reading but are unable to physically visit our libraries. .

**Term Achievement:** Our community facilities are accessible and function as cultural hubs to attract a range of users.



**Critical Action**


Code	Description	Progress	Comments
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C1.1.3.1	<p>Continue to enhance our community facilities.</p> <p><b>Responsible Officer:</b> Director Community</p>	 75%	<p>During the reporting period Council resolved to accept the option from YMCA to continue the pool management contract for a further two years. Way-finding signage was installed around the Kur-ring-gai Fitness and Aquatic Centre, including the main marker sign on Ryde Road, resulting in higher visibility and promotion of the Centre. Council's Youth Services staff also created a mural at the back of the cafe with students Pymble Ladies College to give this area new life. Usage of the Centre for casual swimming, fitness classes and other services continued to increase.</p>
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### Operational Plan Tasks


Code	Description	Progress	Comments
C1.1.3.1.1	<p>Work in partnership with YMCA to ensure facilities continue to meet consumer demands.</p> <p><b>Responsible Officer:</b> Manager Community &amp; Recreation Services</p>	 50%	<p>The following works and improvements were investigated in conjunction with YMCA during the reporting period:</p> <ul style="list-style-type: none"> <li>- Further consultation with a lighting specialist was conducted to discuss options for the indoor pool deck to reduce glare and reflection issues. The resolution at the Council Meeting on 11 October 2016 was to address this problem by the close of the financial year with available funding.</li> <li>- Works to repair the drainage around the 50m pool has been rescheduled until the colder months due to the popularity of the 50m pool over spring and summer. YMCA are waiting for the arrival of the pace clock and this will be installed at the shallow end of the 50m pool upon delivery.</li> <li>- Council is looking at the possibility of installing an adult change table on the indoor pool deck to improve accessibility for disabled patrons. Due to the limited space, alterations to the existing disabled toilet will need to be considered as well as the necessary funding.</li> <li>- Council coordinated the installation of a mural in the back area of the cafe with Pymble Ladies College. The bright and vibrant colours have given this area new life.</li> </ul>
C1.1.3.1.2	<p>Co-ordinate programming with YMCA to ensure a range of services and programs are provided for identified target groups.</p> <p><b>Responsible Officer:</b> Manager Community &amp; Recreation Services</p>	 80%	<p>During the reporting period services and programs achieved further increases in patronage. Highlights included the following:</p> <ul style="list-style-type: none"> <li>- Casual swimming made up 32% (7294) of all visitations for October and 33% (9068) for November. December results were not released in time for reporting.</li> <li>- During October the Spring lead acquisition campaign (\$10.00 for a 10 day trial) achieved 930 leads allowing many more customers to experience the full range of services that we have to offer. The campaign also focused on the benefits of exercise for mental health and raised awareness for the YMCA's Brightside program which provides exercise programs for people post treatment for a range of mental health disorders in our local community.</li> <li>- In fitness, personal training has shown a strong growth from last year's 45</li> </ul>

			hours to 114 hours or personal training for the month of November. Small group training and aqua fitness classes still remain consistent with an increase in attendance for group fitness classes.
C1.1.3.1.3	<p>Improve way finding signage (internal and external to Bicentennial Park).</p> <p><b>Responsible Officer:</b> <i>Manager Community &amp; Recreation Services</i></p>	 95%	In December, installation of the wayfinding signage was installed followed by the main marker sign. Power was independently connected to the LED sign with an account set up with the energy provider. Outstanding actions include connecting the LED sign to a YMCA computer to operate the sign. LED Signs has been contacted and will activate with the YMCA early in the new year.

### Critical Action

Code	Description	Progress	Comments
C1.1.3.2	<p>Investigate opportunities for a local multipurpose cultural facility.</p> <p><b>Responsible Officer:</b> <i>Director Community</i></p>	 0%	<p>Bush fire risk management issues, identified at the initial stages of the detailed design and costing stage, have deemed the construction of the cultural and environmental education centre unsuitable at the desired Ku-ring-gai Wildflower Garden site. Investigations into an alternative site are now under way within the Precinct.</p> <p><b>Reason</b></p> <p>Bush fire risk management issues, identified at the initial stages of the detailed design and costing stage, have deemed the construction of the cultural and environmental education centre unsuitable at the desired Ku-ring-gai Wildflower Garden site.</p> <p><b>Remedial Action</b></p> <p>Investigations into an alternative site are now under way within the Precinct.</p>

### Operational Plan Tasks

Code	Description	Progress	Comments
C1.1.3.2.1	<p>Obtain approvals for and begin construction of a multipurpose cultural and educational centre at the Wildflower Garden</p> <p><b>Responsible Officer:</b> <i>Manager Environment &amp; Sustainability</i></p>	 0%	<p>Bush fire risk management issues, identified at the initial stages of the detailed design and costing stage, have deemed the construction of the cultural and environmental education centre unsuitable at the desired Ku-ring-gai Wildflower Garden site. Investigations into an alternative site are now under way.</p> <p><b>Reason</b></p> <p>Bush fire risk management issues have deemed the construction of the cultural and environmental education centre unsuitable at the current project site.</p>




			<p><b>Remedial Action</b></p> <p>Investigations are now under way to determine the feasibility of an alternative site for the cultural and environmental education centre within the St Ives precinct. Councillors and senior management will be briefed on alternative sites in February 2017.</p>
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**Issue:** Cultural Diversity and Creativity


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


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

**Critical Action**


Code	Description	Progress	Comments
C2.1.1.1	<p>Opportunities are identified, provided and promoted for the community to share cultural experiences.</p> <p><b>Responsible Officer:</b> Director Community</p>	 50%	<p>Opportunities continued to be identified, provided and promoted for the community to share cultural experiences during the reporting period. Highlights included the Refugee and Community Welcome Event held in July at the Ku-ring-gai Wildflower Garden in partnership with a number local community groups and the Festival of Cultures event. Both the Art Centre and libraries continued to bring people of similar interests together to learn and share information and opinion, strengthening their sense of community belonging and participation and providing opportunities to share cultural experiences.</p>

**Operational Plan Tasks**


Code	Description	Progress	Comments
C2.1.1.1.1	<p>Promote and support a range of cultural and nationally significant events through Council.</p> <p><b>Responsible Officer:</b> Director Community</p>	 50%	<p>The Refugee and Community Welcome Event was held in July at the Ku-ring-gai Wildflower Garden in partnership with a number of local community groups including the Rotary Club of Wahroonga, Lifeline, Gordon Uniting Church, Settlement Services International and Community Migrant Resource Centre. This event was attended by over 200 members of the Ku-ring-gai community, recently arrived refugees and representatives from community organisations. The feedback from participants and partner organisations was extremely positive and was the culmination of over 200 welcome packs distributed to recently arrived refugee families.</p> <p>The Festival of Cultures was completed in partnership with the Parents and Citizens Committee of the St Ives Park Primary School. Planning has also commenced for International Women's Day and Harmony Day celebrations in</p>



			2017 in collaboration with a number of community organisations.
C2.1.1.1.2	<p>Provide free access to a range of information and lending services including Local Studies and electronic resources (books, film, magazines and music).</p> <p><b>Responsible Officer:</b> Manager Library &amp; Cultural Services</p>	 50%	<p>Key achievements during the reporting period included:</p> <ul style="list-style-type: none"> <li>- Launch of a new online library product, Comics Plus, which provides access to over 16000 comics and graphic novels for all ages. Comics and graphic novels can be read on a wide range of PCs, laptops as well as ipads, providing our community with an easy way to access a great range of appealing titles over the holiday period.</li> <li>- Analysis of customer usage trends among the library's thousands of customers, and the 200,000 item strong collection. This results in more highly targeted purchasing for new and replacement items for our customers, building on the library's existing strong loans performance.</li> </ul>

### Critical Action

Code	Description	Progress	Comments
C2.1.1.2	<p>A program of cultural events is developed to celebrate our diversity.</p> <p><b>Responsible Officer:</b> Director Community</p>	 67%	<p>Council promotes, funds or delivers a wide range of cultural events and organisations. Highlights during the reporting period included six major events at the St Ives Precinct attracting approximately 29,000 people, sponsorship funding provided to local organisations and promotion of Council and community events.</p>

### Operational Plan Tasks

Code	Description	Progress	Comments
C2.1.1.2.1	<p>Continue to develop and attract major regional events for the St Ives Precinct (St Ives Showground and Wildflower Garden).</p> <p><b>Responsible Officer:</b> Manager Community &amp; Recreation Services</p>	 50%	<p>In the period July to December the St Ives Precinct hosted:</p> <ul style="list-style-type: none"> <li>- Colour Festival (an Indian based dance party format) attended by 4000 people</li> <li>- OXFAM Trail Walker Event (4000 people)</li> <li>- Orchid Society Festival (5000 people)</li> <li>- NSW Budgerigar Show.(2000 people)</li> <li>-The St Ives Medieval Faire Event (11000 people)</li> <li>-The Wildflower Garden Festival (3000 people)</li> </ul> <p>These events have been well received and supported by the local community. All of these events have been booked into the 2017/18 calendar. Destination NSW is taking interest in the Medieval Faire (with a letter of commendation from the NSW Parliamentary Secretary for Major Events and Tourism, Jonathan O'Dea).</p>


C2.1.1.2.2	<p>Promote cultural events to the whole community via Council's communication methods e.g. social media and website.</p> <p><b>Responsible Officer:</b> <i>Manager Corporate Communications</i></p>	<p> 50%</p>	<p>Council promotes events via a range of communication methods including:-</p> <ul style="list-style-type: none"> <li>* Council's website</li> </ul> <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. In order to increase the visibility of upcoming events on our website, the homepage template was also revised to increase the number of events that can be listed under the 'What's On' section on the homepage.</p> <ul style="list-style-type: none"> <li>*Social media</li> </ul> <p>This included promotion of upcoming Council events though Facebook (posted up to twice per day), twitter (multiple times per day), LinkedIn (a few times a week) and Instagram (a few times a week) took place. Council's social media platforms successfully promoted a large number of events, seminars, programs, workshops, forums and exhibitions.</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> <i>Director Community</i></p>	<p> 100%</p>	<p>Council's sponsorship was allocated to a number of organisations in September including the Ku-ring-gai Philharmonic Orchestra, Wahroonga Food and Wine Festival, St Ives Food and Wine Festival, Special Olympics, Carols in the Park and the Ku-ring-gai Art Society.</p>

**Issue:** Community Participation



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

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


**Critical Action**

Code	Description	Progress	Comments
C3.1.1.1	<p>Enhance opportunities for social interaction to foster participation and encourage a sense of pride in the community.</p> <p><b>Responsible Officer:</b> <i>Director Community</i></p>	<p> 50%</p>	<p>Council continued to roll out a comprehensive and highly regarded event calendar with community programs focussing on increasing social interaction and participation. Highlights included the successful environmental education programs, art centre exhibitions, concerts, Wildflower Garden and Visitor Centre programs, the Medieval Faire and Mayor's Christmas volunteers function. Citizenship ceremonies were held in October, November and December 2016, and a Twilight Concert was held in October with increased participation numbers. The Wahroonga Food and Wine Festival, which is supported by Council, was also held in October.</p>

**Operational Plan Tasks**


Code	Description	Progress	Comments
C3.1.1.1.1	<p>Deliver programs for residents, including civic awards program, Citizenship ceremonies, Welcome Basket Morning Tea, Australia Day, Festival on the Green, and Music in the Park on time and within budget.</p> <p><b>Responsible Officer:</b> <i>Manager Corporate Communications</i></p>	 50%	<p>Monthly Citizenship Ceremonies have been held in the Council Chambers with six ceremonies held during the period and 459 people becoming Australian Citizens.</p> <p>Events held during the period included the Twilight Concert, 'Seventies Fever', held on Saturday 15 October. This was a huge success, attracting one of Twilight Concert's largest crowds, filling Wahroonga Park with over 4000 community members who all enjoyed hits by the Bee Gees.</p>
C3.1.1.1.2	<p>Promote awareness of issues, services and resources for the community by implementing and/or hosting displays in all libraries both independently and in conjunction with other organisations.</p> <p><b>Responsible Officer:</b> <i>Manager Library &amp; Cultural Services</i></p>	 50%	<p>During this period Ku-ring-gai's libraries have promoted events, activities and organisations within the community. Library resources are also selected from each branch to encourage our residents to become familiar with and raise awareness of Council departments. Some of these have included promotion of Council's Waste Department on recycling tips and services, water safety and the Ku-ring-gai Fitness &amp; Aquatic Centre, and displays of local art and activities at the Ku-ring-gai Art Centre. A popular display that is being promoted on rotation at each branch is the 'A Camera on Gallipoli' exhibition. This collection of photographs (collated and made available by the Australian War Memorial) is by Charles Ryan, a surgeon from the 1915 campaign in Gallipoli and showcases Australian soldiers' experiences via a series of candid photographs. Especially poignant during this time of the 100 year anniversary of World War I, the display is attracting a large number of interested visitors in the branches. Another interesting exhibition being planned for this anniversary is on a former resident of the Ku-ring-gai area, Charles Bean. This display will include resources from the library as well as family documents and panels from the Australian War Memorial.</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>	 50%	<p>The Security and Safety Road Show was successfully held in partnership with the Ku-ring-gai Local Area Command and Neighbourhood Watch Groups in Ku-ring-gai. The event, held at the Ku-ring-gai Town Hall, was attended by over 250 local residents and included various presentations and safety exhibits.</p>


### Operational Plan Tasks

Code	Description	Progress	Comments
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C3.1.1.2.1	Resource and support local community safety and crime prevention initiatives.  <b>Responsible Officer:</b> Director Community	 50%	The Security and Safety Road Show was successfully held in partnership with the Ku-ring-gai Local Area Command and Neighbourhood Watch Groups in Ku-ring-gai. The event, held at the Ku-ring-gai Town Hall, was attended by over 250 local residents and included various presentations and safety exhibits.
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**Term Achievement:** Volunteers are valued, recognised and supported in providing services to the community.

**Critical Action**

Code	Description	Progress	Comments
C3.1.2.1	Volunteer programs are developed and implemented across the local government area.  <b>Responsible Officer:</b> Director Community	 50%	Council continued to effectively support and implement volunteer programs across the Ku-ring-gai area during the reporting period.


**Operational Plan Tasks**

Code	Description	Progress	Comments
C3.1.2.1.1	Facilitate new opportunities for home and community care (CHSP) volunteering by the community to achieve community goals.  <b>Responsible Officer:</b> Manager Community Development	 50%	<p>Volunteering opportunities in local organisations were promoted at the Family Services Expo at Hornsby, Turramurra Community Garden Open Day and the Wildflower Garden Festival. From July to December, 99 enquiries regarding volunteering opportunities were received through on-line registration, email, phone and in-person. All suitable volunteers aged over 18 were placed with a Commonwealth Home Support Program or National Disability Insurance Scheme organisation in Ku-ring-gai or Hornsby. Students under 18 years old were sent a list of possible volunteering opportunities suitable to their age and interests.</p> <p>Research was conducted in partnership with Macquarie University, into the strategies needed to communicate with those elderly residents who require home support services but whose media of choice does not provide adequate information about recent policy changes regarding access to the Commonwealth Home Support Program services.</p> <p>Two information mornings on 'Timebanking' were held during August and a new membership group started in Ku-ring-gai. Timebanking is a community program that allows the voluntary exchange of services between members of a local group, and has the potential to draw communities together, promote social inclusion and create great social capital.</p>
C3.1.2.1.2	Implement environmental volunteering program.	 50%	There are currently 618 active Bushcare/Streetcare /Parkcare volunteers working at 152 sites across the Ku-ring-gai Local Government Area. In the past 6 months these volunteers have contributed 6744 volunteer hours, which if




	<b>Responsible Officer:</b> <i>Manager Environment &amp; Sustainability</i>	costed at a rate of \$35 per hour, is worth \$168,600. In the past 6 months there have been 131 trainer visits to Care sites and 7 Bushcare events, with over 60 people attending the Bushcare Christmas Party. Council hosted 3 corporate volunteering days for Deloitte, Wrigley and Pymble Ladies College, with 31 participants contributing 132 volunteer hours.
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**Critical Action**

Code	Description	Progress	Comments
C3.1.2.2	Volunteers are supported through training and participation.  <b>Responsible Officer:</b> <i>Director Community</i>	 50%	Support and training was provided to local aged care volunteer based Commonwealth Home Support Program organisations to enhance their capacity to deliver services. Council Volunteer Management documentation has been reviewed and a trial of the revised processes will be undertaken in the next period to ensure the procedures meet Council operating department requirements. Local seniors and volunteers also attended a workshop on the 'Commonwealth Home Support Program' to better understand new policies and processes and how to access the new Commonwealth service gateway.


**Operational Plan Tasks**

Code	Description	Progress	Comments
C3.1.2.2.1	Provide training and support for volunteers and volunteer organisations.  <b>Responsible Officer:</b> <i>Manager Community Development</i>	 50%	<p>Support for local Commonwealth Home Support Program organisations included providing relevant training in the following areas:</p> <ul style="list-style-type: none"> <li>- Negotiation skills, managing and resolving conflict</li> <li>- Legal considerations in managing volunteers</li> <li>- Improving skills in recognising and responding to the abuse of older people</li> <li>- Motivations for volunteering: corporate and youth perspective</li> <li>- Designing the future of volunteering engagement and effectiveness</li> <li>- Statement of volunteering principles</li> <li>- Creating a successful induction and orientation for volunteers</li> <li>- Working with volunteers - emerging issues</li> </ul> <p>Local seniors and volunteers also attended a workshop on the 'Commonwealth Home Support Program' in order to better comprehend the policy changes affecting home support services for elderly residents, and the processes to be followed in accessing these services. A clear outcome of the workshop was the participants' increased confidence in their understanding of the new policies and processes and how to access the new Commonwealth service gateway.</p>




C3.1.2.2.2	Complete review of council wide volunteer management processes.  <i>Responsible Officer: Manager People &amp; Culture</i>	 90%	The review of council wide volunteer management processes has been completed. A trial of the revised processes is to be rolled out in February 2017 to ensure the procedures are operationally viable.

**Critical Action**

Code	Description	Progress	Comments
C3.1.2.3	Volunteers are recognised for their contribution to the local community.  <i>Responsible Officer: Director Community</i>	 50%	A number of Ku-ring-gai volunteers were nominated for the NSW Volunteer of the Year Awards in Northern Sydney, with winners announced at ceremonies at Northbridge and Castle Hill. Local volunteers were nominated in all categories of the Awards by local services. Appreciation events and gifts were organised for our volunteers to acknowledge their dedication, enthusiasm and energy in supporting our local seniors to remain in their homes.

**Operational Plan Tasks**


Code	Description	Progress	Comments
C3.1.2.3.1	Volunteers are recognised and rewarded for their efforts.  <i>Responsible Officer: Manager Community Development</i>	 50%	Many Ku-ring-gai volunteers were nominated for the NSW Volunteer of the Year Awards in Northern Sydney, with winners announced at ceremonies at Northbridge and Castle Hill. Local volunteers were nominated in all categories of the Awards.  In order to acknowledge their dedication and energy, appreciation events and gifts were provided for volunteers. Over 110 local volunteers enjoyed a free supper and movie screening of "Café Society" at Roseville Cinema on Wednesday 9th November. Promotional diaries, pens and cookbooks were distributed to volunteers as Christmas gifts in appreciation of their efforts and a means by which to raise the profile of volunteering in the community.

**Issue:** Health Lifestyles




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


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

**Critical Action**

Code	Description	Progress	Comments
C4.1.1.1	<p>Programs are delivered in collaboration with agencies and partners to encourage healthy and active lifestyles.</p> <p><b>Responsible Officer:</b> Director Community</p>	 62%	All programs were delivered in accordance with agreed timetables and achieved good outcomes with increased participation rates and expanding choices and facilities.


### Operational Plan Tasks

Code	Description	Progress	Comments
C4.1.1.1.1	<p>Continue to develop and deliver Active Ku-ring-gai programs to support the community to lead healthy lifestyles.</p> <p><b>Responsible Officer:</b> Manager Community &amp; Recreation Services</p>	 100%	Active Ku-ring-gai achieved 271 attendees in the final term of 2016. The strongest performers continue to be Pilates and Gym without Walls with 36 and 41 enrolments respectively. Tennis coaches have worked hard to build up the program in the final term receiving 15 attendees for social tennis and 6 for Cardio Tennis on Wednesdays. Junior Golf continues to be popular for kids and we are planning to introduce Junior Golf at the Gordon Golf Course for the Christmas holidays. This will provide greater access to both golf courses to the local community.
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> Manager Community &amp; Recreation Services</p>	 50%	<p>Staff continued to complete the webinar staff training series provided by Sports Community. With the introduction of the new North Turrumurra Recreation Area, Council will be focused on ensuring this facility is occupied by as many sporting groups, associations and schools as possible. Usage of the synthetic field has initiated in the quarter with optimal usage expected in 2017. Maximum usage of the two natural grass fields will be dependent on the completion of the car park mid- year.</p> <p>Council has worked with the Ku-ring-gai Cubs Junior Rugby League Club and Northern Suburbs Football Association to determine usage of Turrumurra Oval for winter 2017. The relocation of the Cubs to Turrumurra will mean that Barra Brui Sportsgrounds becomes a soccer facility and Turrumurra Oval a rugby/rugby league facility. Accommodation has also been made for the cubs to utilise storage at the Turrumurra Oval Pavilion.</p>
C4.1.1.1.3	<p>Implement priority actions from the Recreation in Natural Areas Strategy.</p> <p><b>Responsible Officer:</b> Temporary Team Leader Natural Areas</p>	 50%	Priority actions from the Recreation in Natural Areas Strategy continue to be implemented. A review of the strategy is also currently being undertaken, including the commencement of a risk assessment for climbing and abseiling sites. This has involved site visits and consultation with relevant internal departments. To further inform the strategy a full inventory of known/current recreation within bushland areas is currently under way.



C4.1.1.1.4	<p>Monitor and report on healthy lifestyle programs at the Ku-ring-gai Fitness and Aquatic Centre</p> <p><b>Responsible Officer:</b> <i>Manager Community &amp; Recreation Services</i></p>	 50%	<p>Discussions continued and formalising of classes are currently underway with the YMCA to confirm the programs.</p>
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**Term Achievement:** New and enhanced open space and recreational facilities have been delivered to increase community use and enjoyment.



**Critical Action**



Code	Description	Progress	Comments
C4.1.2.1	<p>Continue to deliver the objectives of Council's Open Space Strategy and Open Space Acquisition Strategy.</p> <p><b>Responsible Officer:</b> <i>Director Strategy &amp; Environment</i></p>	 51%	<p>The open space acquisition program continues to progress well with work being currently undertaken on five new parks for Ku-ring-gai. A concept plan for the Regional Playground at St Ives Showground was adopted by Council in December 2016. The project is now being documented for tender and planned to commence construction after the St Ives Show in May 2017. Discussions have also commenced with the Office of Strategic Lands (OSL), Department of Planning for the transfer to Council of a number of parcels of land owned by the Minister for Planning for Open Space purposes.</p>

**Operational Plan Tasks**

Code	Description	Progress	Comments
C4.1.2.1.1	<p>Undertake strategic land acquisitions.</p> <p><b>Responsible Officer:</b> <i>Manager Integrated Planning Property &amp; Assets</i></p>	 50%	<p>Discussions have commenced with the Office of Strategic Lands (OSL), Department of Planning for the transfer to Council of a number of parcels of land owned by the Minister for Planning for Open Space purposes and comprising 84 ha of land is involved. Council staff are reviewing the matter and OSL is to provide further specific information on each identified parcels earmarked for transfer so Council can be better informed of the implications of ownership. The matter has been followed up with OSL and Council is yet to receive a formal response.</p>
C4.1.2.1.2	<p>Implement and monitor the Ku-ring-gai Open Space Acquisition Strategy.</p> <p><b>Responsible Officer:</b> <i>Manager Urban Planning</i></p>	 50%	<p>The open space acquisition program is progressing well with work being currently undertaken on five new parks for Ku-ring-gai. This includes:</p> <ul style="list-style-type: none"> <li>- Land acquisition for a new park in Duff Street, Turramurra is complete. Initial resident survey is complete and preliminary design commenced.</li> <li>- Council adopted a revised concept plan for Lindfield Village Green on 23 August 2016. A Development Application was submitted on 23 December 2016.</li> </ul>



			<ul style="list-style-type: none"> <li>- Cameron Park, Turrumurra is currently under construction and due for completion early 2017.</li> <li>- Lapwing Reserve, Carcoola Road, St Ives is complete and open to the public. Official opening to be held on 17 January 2017.</li> <li>- Bent Street Park - Lindfield technical specifications have been prepared to form part of Expression of Interest for Lindfield Community Hub.</li> </ul>
C4.1.2.1.3	<p>Complete the design for identified parks and include design principles which facilitate passive recreation activities.</p> <p><b>Responsible Officer:</b> <i>Manager Strategic Projects</i></p>	 50%	<p>Designs for identified parks continued to be prepared and include design principles which facilitate passive recreation activities. Designs progressed or completed in the reporting period include:</p> <ul style="list-style-type: none"> <li>- Adopted concept plan for St Ives Showground Inclusive Playground,</li> <li>- Playground Upgrade Killara Park,</li> <li>- Conceptual use and needs consultation for grant application for Morona Avenue Reserve.</li> <li>- Playground Upgrade Allan Avenue Reserve</li> <li>- Initial consultation for Gordon Recreation Ground Masterplan</li> <li>- Golden Jubilee Playground Upgrade</li> <li>- Lofberg Playground Upgrade</li> <li>- Completion of plans for The Mall park upgrade,</li> <li>- Adopted concept plan for Golden Grove Inclusive Playground</li> <li>- Completion of draft plans for St Ives Showground Car Park upgrade,</li> <li>- Construction plans for Cannon Recreation Area improvements,</li> <li>- Design for upgrade of Annie Forsythe Wyatt Garden.</li> <li>- Design work for Turrumurra Memorial Park off leash fence.</li> </ul>
C4.1.2.1.4	<p>Construct parks at identified locations and include design principles which facilitate passive recreation activities.</p> <p><b>Responsible Officer:</b> <i>Manager Strategic Projects</i></p>	 50%	<p>Council's 2016/17 park construction program significantly progressed during the period with parks and playgrounds designed to include opportunities for passive recreation activities. Progress during the period included:</p> <ul style="list-style-type: none"> <li>- Cameron Park Extension, Turrumurra - this work was delayed due to the appointed contractor being placed in liquidation. All works outstanding have now been re-allocated following quotation requests with an estimated completion date of the end of February 2017.</li> <li>- Lapwing Park, Carcoola Road, St Ives - work on the site is now complete and the site open for use.</li> <li>- Lofberg playground, West Pymble and Golden Jubilee playground, Wahroonga - both behind schedule for completion.</li> <li>- Koola Park, Killara - Sports Field Upgrade - stage 3 &amp; 4a (exercise track and equipment installation) complete.</li> <li>- Howson Oval Upgrade, Sth Turrumurra - complete.</li> </ul>


			- Duff Street, Lindfield Demolitions - complete.
C4.1.2.1.5	Construct a Regional Playground at St Ives Showground.  <b>Responsible Officer:</b> <i>Manager Community &amp; Recreation Services</i>	 55%	A Concept Plan was completed for a Regional Playground at St Ives Showground and then amended based on a Community Consultation Workshop and stakeholder feedback. The revised Concept Plan was reported to Council and adopted at OMC 6 December 2016. The project is now being documented for tender and planned to commence construction after the St Ives Show in May 2017.
C4.1.2.1.6	Complete preparation of master plan for a regional park and recreation space at Gordon Golf Course (see note in OP 16/17).  <b>Responsible Officer:</b> <i>Manager Strategic Projects</i>	 0%	Task C4.1.2.1.6 has been deferred from the 2016 – 2017 Operational Plan and is included in this document for information only. Council resolved at its Ordinary Meeting dated 5 April 2016 (GB8) that: - The Gordon Golf Club be advised of its support for the Gordon Golf Course to remain a golf course until the lease option expires in November 2023 - That the Masterplan be deferred and consulted with the community prior to the expiration of the lease for the Gordon Golf Club - That, following the expiration of the lease, the golf course is converted to a Regional Park in accordance with the adopted Masterplan. <b>Reason</b> See above. <b>Remedial Action</b> See above.

**Issue:** Community Health and Safety

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

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



**Critical Action**

Code	Description	Progress	Comments
C5.1.1.1	Implement accessibility improvement actions from the Pedestrian Access and Mobility Plan Policy (PAMP) and Crime Prevention Through Environmental Design (CPTED) principles.  <b>Responsible Officer:</b> <i>Director Strategy &amp; Environment</i>	 50%	A Councillor briefing on the draft Pedestrian Access and Mobility Plan (PAMP) has been completed with feedback from the briefing considered for integration into the draft PAMP. This will be reported back to Council in the next period. Crime prevention through environmental design (CPTED) principles is incorporated into the design and construction of Council's capital works projects. Most recently for the design and construction documentation, and




			development application for the Lindfield Village Green.
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**Operational Plan Tasks**






Code	Description	Progress	Comments
C5.1.1.1.1	Crime prevention through environmental design (CPTED) principles is incorporated into the design and construction of Council's capital works projects.  <i>Responsible Officer: Manager Strategic Projects</i>	 50%	Crime prevention through environmental design (CPTED) principles is incorporated into the design and construction of Council's capital works projects.
C5.1.1.1.2	Progressively implement the Pedestrian Access and Mobility Plan (PAMP) recommendations.  <i>Responsible Officer: Manager Traffic &amp; Transport</i>	 50%	Following the Councillor workshop/briefing on the Pedestrian Access and Mobility Plan in the previous reporting period, the feedback from the briefing is being reviewed before reporting the draft PAMP back to Council.

**Critical Action**

Code	Description	Progress	Comments
C5.1.1.2	Implement programs to manage risks and impacts on public health and safety  <i>Responsible Officer: Director Development &amp; Regulation</i>	 46%	Council's Compliance & Regulatory programs and activities continue in accordance with the adopted annual plan. Highlights in the reporting period include the hosting of speciality dog microchip checks at leash free parks, the expansion of Council's register of properties subject to Annual Fire Safety Statements and the issue of over 3600 penalty infringement notices, including fines to the value of \$587,000 for parking offences.

**Operational Plan Tasks**

Code	Description	Progress	Comments
C5.1.1.2.1	Implement Council's adopted Companion Animals Management Plan 2016-2021.	 48%	Council's adopted Companion Animals Management Plan continues to be implemented. A revised Plan for the period up to 2021 has been drafted for review.

	<b>Responsible Officer:</b> Manager Compliance & Regulation		
C5.1.1.2.2	<p>Ensure all buildings and multi occupancy residential buildings are compliant with Council's annual fire safety program.</p> <p><b>Responsible Officer:</b> Manager Compliance &amp; Regulation</p>	 50%	<p>Council's fire safety program is currently on track. Reminders and follow up letters have been sent to all stakeholders within Council's register during the period and a total of \$25,000 fines have been issued for breaches relating to late or non- submission of Annual Fire Safety Statements and other breaches of the Environmental Planning &amp; Assessment Act 1979 relating to fire safety. Properties not on Council's Essential Services register are being followed up to either submit an annual fire safety statement (AFSS) or have an audit undertaken by a suitably qualified Building Code of Australia Consultant and a report submitted to Council for consideration. This will generate additional income to support this program.</p>
C5.1.1.2.3	<p>Maintain corporate response service and proactive monitoring of construction sites.</p> <p><b>Responsible Officer:</b> Manager Compliance &amp; Regulation</p>	 50%	<p>Council's Compliance Officers have undertaken investigations of breaches of the Environmental Planning &amp; Assessment Act and issued penalty infringement notices worth \$244559 during the period.</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> Manager Compliance &amp; Regulation</p>	 50%	<p>Council received 133 applications for the inspection of swimming pool barriers, issued 143 orders and undertook 376 inspections during the period in accordance with legislation and Council's swimming pool barrier inspection program. Council issued 117 Certificate of Compliances during the period. With the introduction of private swimming pool inspectors they issued 191 certificates. 136 Notices from private E1 Certifiers were received by Council during the period and Council takes follow up action as the regulatory authority.</p>
C5.1.1.2.5	<p>Implement food safety protection programs in accordance with joint NSW Food Authority Agreement.</p> <p><b>Responsible Officer:</b> Manager Compliance &amp; Regulation</p>	 31%	<p>Inspections of food premises are carried out in accordance with the NSW Food Authority requirements. The current inspection program is at 31% when compared to the required 50% (107 out of required 175).</p> <p><b>Reason</b></p> <p>Staff absences during the period (sick leave and long service leave) and other complaints (noise and storm water) has resulted in a reduced number of food shop inspections completed during this period.</p> <p><b>Remedial Action</b></p> <p>Contract staff may be required to assist to complete the food shop inspection program before the end of the financial year.</p>
C5.1.1.2.6	<p>Maintain Council's register and responsibilities for managing regulated premises.</p>	 50%	<p>The regulated system register is current and ongoing re-assessment of the required contact information is being undertaken to ensure the register is up-to-date. The review of this register is on track to be updated within this financial year period.</p>


**Responsible Officer:** Manager Compliance & Regulation

**Issue:** Housing Choice and Affordability


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

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


**Critical Action**

Code	Description	Progress	Comments
C6.1.1.1	Investigate opportunities/locations to provide a range of housing choices.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 50%	Council is currently progressing its land holdings for potential development including increasing housing choice and supply as follows: - 259-271 Pacific Highway (Lindfield Library site) rezoning and reclassification now awaiting gazettal - Lindfield Community Hub - Expression of Interest is progressing in liaison with the Office of Local Government. - Gordon Cultural Hub - recommenced the master plan process for Council's key landholdings. - Turrumurra Community Hub - community facilities planning, revisions to the master plan and finalising rezoning and reclassification of key sites within the Ray Street Precinct.

**Operational Plan Tasks**


Code	Description	Progress	Comments
C6.1.1.1.1	Analyse and monitor Council land holdings available for potential development.  <i>Responsible Officer: Manager Urban Planning</i>	 50%	Council is currently progressing four land holdings for potential development:- 259-271 Pacific Highway (Lindfield Library site) - Council resolved to reclassify the land on 6 September 2016. The planning proposal to amend KLEP 2012 has been submitted to the Department of Planning and Environment and Council is awaiting gazettal. - Lindfield Community Hub - preparation of an Expression of Interest is proceeding in liaison with the Office of Local Government (OLG). Council's business case was submitted to the OLG in August 2016 and the findings of the project review committee (PRC) were received by Council in November 2016.



			<p>- Gordon Cultural Hub - on 11 October 2016 Council resolved to recommence the master plan process for its key landholdings in Gordon.</p> <p>- Turrumurra Community Hub - On 6 September 2016 Council adopted a community facilities strategy for Turrumurra and a preferred location for a new community building within the Ray Street Precinct. On 6 December 2016 Council adopted amendments to the draft master plan in relation to the supermarket layout following consultation with representatives from Coles.</p>
C6.1.1.1.2	<p>Monitor housing choice in Ku-ring-gai local government area.</p> <p><b>Responsible Officer:</b> <i>Manager Urban Planning</i></p>	 50%	<p>Recording of dwelling approvals is undertaken on an on-going basis. The maintenance of this information will enable Council to identify trends in dwelling construction and preferences over the whole of the current redevelopment phase since 2004, which will support future strategic land use planning.</p>

**Term Achievement:** Diversity and supply of new housing has been investigated to provide safe and responsive housing that addresses the changing population.


**Critical Action**

Code	Description	Progress	Comments
C6.1.2.1	<p>Council investigates and explores opportunities to develop partnerships with stakeholders to provide affordable housing choices.</p> <p><b>Responsible Officer:</b> <i>Director Strategy &amp; Environment</i></p>	 0%	<p>While Council staff have investigated potential opportunities to develop partnerships, delays are due to the complexity of developing an affordable housing approach and policy at a local level. Recent State policy initiatives by the Greater Sydney Commission (GSC) District Planning process and the Towards our Greater Sydney 2036 program will provide the best initial policy forum for addressing affordable housing. The GSC has indicated they would be looking at the issue of affordable housing as part of planning for Greater Sydney.</p> <p>The draft North District Plan was also released in November 2016. This plan includes a number of actions related to developing and monitoring affordable rental housing targets and investigating approaches to facilitate the provision of affordable housing. Council is awaiting clarification and finalisation of state level policy before progressing responses further.</p> <p><b>Reason</b></p> <p>Recent State policy initiatives offer more effective opportunities for addressing affordable housing. .The Greater Sydney Commission has indicated they would be looking at the issue of affordable housing as part of planning for Greater Sydney.</p> <p><b>Remedial Action</b></p> <p>Review and make a submission to the GSC- District Planning process and the Towards our Greater Sydney 2036 program.</p>




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### Operational Plan Tasks


Code	Description	Progress	Comments
C6.1.2.1.1	<p>Investigate strategies and models that will assist the provision of affordable housing choices in Ku-ring-gai local government area.</p> <p><b>Responsible Officer:</b> <i>Manager Urban Planning</i></p>	 0%	<p>During the reporting period no further work was undertaken on affordable housing issues, with staff monitoring the work of the Greater Sydney Commission. The draft North District Plan was released in November 2016, which includes a number of actions related to developing and monitoring affordable rental housing targets and investigating approaches to facilitate the provision of affordable housing.</p> <p><b>Reason</b></p> <p>Awaiting clarification and finalisation of state level policy before progressing the project further.</p> <p><b>Remedial Action</b></p> <p>Monitor and engage with the Greater Sydney Commission on developing appropriate affordable housing solutions.</p>

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

### Critical Action

Code	Description	Progress	Comments
C6.1.3.1	<p>Plans encourage enhanced adaptability to allow for ageing in place.</p> <p><b>Responsible Officer:</b> <i>Director Strategy &amp; Environment</i></p>	 50%	<p>A major review of Council's Development Control Plans (DCPs) was finalised in June 2016, which included a review of adaptability provisions. Staff are now monitoring the implementation of the revised DCPs.</p>

### 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>	 50%	<p>A major review of Council's Development Control Plans (DCPs) was finalised in June 2016, which included a review of adaptability provisions. Staff are now monitoring the implementation of the revised DCPs.</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:** Plans are developed in partnership with emergency service agencies and key stakeholders and implemented.


**Critical Action**

Code	Description	Progress	Comments
C7.1.1.1	In conjunction with State agencies and key stakeholders develop, review and implement Emergency Management Plans.  <i>Responsible Officer: Director Operations</i>	 50%	Council has been working with Hornsby Council and regional combat agencies to develop Emergency Management Plans and undertake education programs for specific emergencies. The Bush Fire Risk Management Plan was completed and works have now been prioritised for completion in accordance with the plan. The EMPLAN is due to be completed by March 2017.

**Operational Plan Tasks**

Code	Description	Progress	Comments
C7.1.1.1.1	Implement and report on the Bush Fire Risk Management Plan, in consultation with the Hornsby Ku-ring-gai Bush Fire Management Committee.  <i>Responsible Officer: Manager Open Space Operations</i>	 50%	The Emergency Management Plan was completed for bushfire management in Hornsby and Ku-ring-gai area. Regular meetings are now held to ensure that multi agency implementation of the program occurs. This is currently tracking on target.
C7.1.1.1.2	Complete fire trail, fire break and hazard reduction maintenance programs.  <i>Responsible Officer: Manager Open Space Operations</i>	 50%	All maintenance programs have been completed according to service levels during the reporting period.
C7.1.1.1.3	Provide input into Emergency Management Plan (EMPLAN).  <i>Responsible Officer: Director Operations</i>	 50%	Work is continuing on the preparation of the EMPLAN. A draft plan should be complete by March.


**Critical Action**

Code	Description	Progress	Comments
C7.1.1.2	Develop Floodplain Risk and Storm Management Plans for local catchments.	 50%	The Blackbutt Creek Flood Risk Management Study and Plan is currently being completed, following the completion of the Blackbutt Creek Flood Study in 2014. Council was recently successful in obtaining another grant of \$80,000



	<p><b>Responsible Officer:</b> Director Strategy &amp; Environment</p>	<p>from the Office of Environment and Heritage (OEH) to complete the Lovers Jump Creek Flood Risk Management Study and Plan.</p>
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**Operational Plan Tasks**

Code	Description	Progress	Comments
C7.1.1.2.1	<p>Complete floodplain risk management study in consultation with Floodplain Risk Management Committee and investigate priority actions.</p> <p><b>Responsible Officer:</b> Temporary Team Leader Natural Areas</p>	<p> 50%</p>	<p>The consultant engaged to undertake the Blackbutt Creek Flood Risk Management Study and Plan has commenced the project and completed work up to milestone 1 - Data Collection and Review, except for a variation to analyse the model sensitivity for new developments. Community consultation has included notification to residents and business owners for all properties impacted by the flood planning area or probable maximum flood mapping from the Blackbutt Creek Flood Study completed in 2014. Council was recently successful in obtaining another grant of \$80,000 from the Office of Environment and Heritage (OEH) to complete the Lovers Jump Creek Flood Risk Management Study and Plan.</p>


## Theme: Natural Environment

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


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

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

### Critical Action


Code	Description	Progress	Comments
N1.1.1.1	Expand communication mechanisms and channels to broaden community outreach and participation.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 50%	Throughout the reporting period the monthly Sustainability E-news, What's On Calendar, Loving Living Ku-ring-gai Facebook page and Twitter account, Envirotube and media interviews, continued to broaden Council's community outreach and increase participation in its environmental and sustainability programs.

### Operational Plan Tasks


Code	Description	Progress	Comments
N1.1.1.1.1	Utilise a variety of communication mechanisms and channels for different target groups to deliver environmental information.  <i>Responsible Officer: Manager Environment &amp; Sustainability</i>	 50%	Council's engagement with the Ku-ring-gai community on environmental and sustainability continues to grow in strength, particularly through the utilisation of electronic and social media. Council's Loving Living Ku-ring-gai Facebook page now has 2528 followers and in the last six months posts on this page registered 254,844 impressions in the feeds of its followers and were clicked on 2945 times. The Loving Living Ku-ring-gai Twitter account has 492 followers. The Envirotube channel on YouTube now has 743 subscribers and the videos on the channel have registered 301, 000 views. The monthly sustainability e-news from Council now has 2213 subscribers who clicked on articles 2603 times between July and December 2016. Our Environment and Sustainability pages on the kmc.nsw.gov.au website recorded 15, 384 visits.

**Term Achievement:** Increased community action that benefits the environment.



**Critical Action**

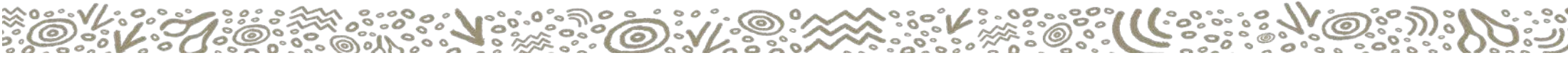
Code	Description	Progress	Comments
N1.1.2.1	<p>Development of environmental resources, tools and targeted education programs for a range of user groups.</p> <p><b>Responsible Officer:</b> Director Strategy &amp; Environment</p>	<p> 50%</p>	<p>During the reporting period a comprehensive range of environmental resources, tools and targeted education programs were delivered to a range of user groups. Highlights included:</p> <ul style="list-style-type: none"> <li>- Over 3270 participants in Wildflower Garden programs</li> <li>- 1490 visitors to the school excursion program</li> <li>- 615 participants in Council's Loving Living Ku-ring-gai sustainability event program</li> <li>- 222 participants in a targeted sustainability engagement program for Ku-ring-gai's culturally and linguistically diverse (CALD) communities on water and energy efficiency and waste reduction</li> <li>- Discounted worm farms and compost bins to residents through the Compost Revolution program</li> <li>- Council's native bee hive program saw another 187 bee hives distributed this season, bringing the total number of hives distributed to over 1000</li> <li>- 9 new Ku-ring-gai businesses became members of the Better Business Partnership (BBP) Program, bringing the total membership to 231</li> <li>- 618 active Bushcare/Streetcare /Parkcare volunteers working at 152 sites across the Ku-ring-gai Local Government Area.</li> </ul>


**Operational Plan Tasks**

Code	Description	Progress	Comments
N1.1.2.1.1	<p>Develop and deliver programs, resources and education demonstration sites at the Wildflower Garden.</p> <p><b>Responsible Officer:</b> Manager Community &amp; Recreation Services</p>	<p> 50%</p>	<p>In the period from July to December, our ranger-led programs included a total of 31 Bush Kids school holiday programs attended by 727 children plus parents returning \$20, 292 to the precinct budget, 64 Bush Birthday Parties attended by 1448 children plus parents that returned \$16, 808 to the precinct budget, 37 Toddlers &amp; Tadpoles weekday playgroups attended by 527 children and their parents, returned \$1611 to the precinct budget and 18 Junior Rangers Club sessions attended by 509 children and their parents, returned \$2176 to the precinct budget.. During the cooler months we offered Campfire and Spotlight Walk birthday parties which are particularly popular with 12 programs returning \$4776 to the precinct budget. As the parties are so popular, many Saturday nights had two such parties running simultaneously. Junior Rangers Club ran a successful season with 25 full-term participants. During this period we ran 4 seniors programs attended by 63 people.</p>



<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> 50%</p>	<p>In the six months to December 2016, Council's Loving Living Ku-ring-gai events program delivered a chutney-making, workshop, information sessions on the ecology of urban ecosystems, Australian snake fauna, native plant identification and hollows as homes, a bush walk in Muogamarra Reserve, workshops on veggie gardening and kombucha and kefir, a welcome bus tour, an introduction to Bushcare, a bee split viewing morning, special events for Ride 2 Work Day and Bushcare's Major Day Out, an Aboriginal cultural bush walk, a bush foods discovery walk, a session on veggie gardening for balconies and small spaces; and an information evening on green funeral options. These 17 events attracted a total of 615 participants. Two Bush Neighbours street meets were held in October with 37 people attending the Killara event and 62 attending the St Ives Chase event.</p> <p>In 2016 the sustainability team developed a focussed sustainability engagement program for Ku-ring-gai's growing culturally and linguistically diverse (CALD) communities. Twelve events, including bush walks and workshops on water, energy and waste efficiency, were held for the Cantonese, Chinese and Korean communities. In total, 222 residents participated in these targeted events.</p> <p>Council's Environment and Sustainability team also had a prominent display at the Wildflower Art and Garden Festival in August.</p> <p>Through the Greenstyle program, 25 garden advice visits and 14 home sustainability advice visits were conducted at the homes of Ku-ring-gai residents.</p> <p>355 dumping/encroachment educational letters were distributed to properties. A total of 28 dumping/encroachment issues were reported, 20 were investigated, 20 were closed or referred and eight investigations remain open.</p> <p>Through the Compost Revolution program, 320 residents were engaged via the websites and its tutorials, while 11 worm farms and 13 compost bins were distributed to Ku-ring-gai households. The Wild Things Program supported the conversion of three pools into ponds and the distribution or sale of 187 beehives.</p> <p>Council's Bushcare, Streetcare and Parkcare programs have 619 volunteers across 152 sites. Through the Fridge Buyback program, 138 energy guzzling second fridges and upright freezers were switched off and collected from Ku-ring-gai homes for degassing and recycling. This will cut the community-wide electricity consumption by about 138 megawatt-hours annually and save each household around \$300 each year on their electricity bills.</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> 50%</p>	<p>The Better Business Partnership (BBP) has switched focus in the past six months to concentrate on delivering seminars to engage and educate small business owners. Three BBP Con-X events were conducted across the north shore council consortium that makes up BBP. The first event was titled Business Un-usual and attracted 36 participants, the second event was called Better Business Makes Dollars and Sense and attracted 38 participants with the final event titled The North Shore Symposium attracted 78 people.</p>




			<p>Between July and December 2016 a total of 9 new Ku-ring-gai businesses became members of the Better Business Partnership (BBP) Program, bringing total membership to 231.</p> <p>During the reporting period 18 businesses were appraised for their energy, water and waste performance; of these 9 were new members and 9 were re-appraisals for existing members. During this same period, 34 businesses received a waste audit and 2 and energy audit. These audits identified a potential diversion of 5,704,383 litres (1,209,333 tonnes) of annual waste from landfill and 56,014 kWh of potential annual electricity savings.</p>
N1.1.2.1.4	<p>Deliver environmental resources and programs for schools.</p> <p><b>Responsible Officer:</b> <i>Manager Community &amp; Recreation Services</i></p>	 50%	<p>In the period July to December we had a total of 21 school excursions with 1490 students plus their accompanying adults. The programs included basic bush regeneration activities such as weed removal alongside an area of Upland Swamp, identification of the wide variety of fauna including the captive fauna (turtles, our diamond python, the phasmids, native bees) and the wide variety of flora on the bushland tracks. The school excursion programs returned \$13,703 in fees to the Wildflower Garden budget. The programs are well received, with almost all making a return booking, with very positive comments about the value of the hands on activities that foster an attitude of caring and practical application in the community.</p>

**Issue:** Natural Areas

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

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

**Critical Action**

Code	Description	Progress	Comments
N2.1.1.1	<p>Implementation of Bushland Reserves Plan of Management.</p> <p><b>Responsible Officer:</b> <i>Director Operations</i></p>	 40%	<p>Priority actions from the Ku-ring-gai Bushland Reserves Plan of Management 2013 continue to be implemented, including bush regeneration activities and the creation of bush regeneration site management plans. Work is currently under way to develop a site management plan for the Ku-ring-gai Flying Fox Reserve. Development of the Ku-ring-gai Natural Areas Plan of Management, which will replace the Ku-ring-gai Bushland Reserves Plan of Management 2013, has been delayed due to resource limitations.</p> <p><b>Reason</b></p> <p>Development of the Ku-ring-gai Natural Areas Plan of Management, to replace the Bushland Reserves Plan of Management, has been delayed due to</p>





			<p>resource limitations.</p> <p><b>Remedial Action</b></p> <p>Revised timeframes to be established and resources identified.</p>
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### Operational Plan Tasks

Code	Description	Progress	Comments
N2.1.1.1.1	<p>Finalise the review of the Ku-ring-gai Natural Areas Plan of Management and implement priority actions, including bushland regeneration activities.</p> <p><b>Responsible Officer:</b> <i>Manager Environment &amp; Sustainability</i></p>	<p>48%</p>	<p>Priority actions from the Ku-ring-gai Bushland Reserves Plan of Management 2013 continue to be implemented, including bush regeneration activities and the creation of bush regeneration site management plans. Work is currently under way to develop a site management plan for the Ku-ring-gai Flying Fox Reserve.</p> <p>Development of the Ku-ring-gai Natural Areas Plan of Management, which will replace the Ku-ring-gai Bushland Reserves Plan of Management 2013, has been delayed due to resourcing limitations. A revised timetable for its completion is being prepared.</p>


### Critical Action

Code	Description	Progress	Comments
N2.1.1.2	<p>Implementation of Biodiversity Policy.</p> <p><b>Responsible Officer:</b> <i>Director Strategy &amp; Environment</i></p>	<p>50%</p>	<p>Council's Biodiversity Policy was endorsed by Council in August 2016, following a public exhibition period, providing a management framework for the protection and conservation of Ku-ring-gai's biodiversity assets and values. A number of management actions are being implemented in accordance with the objectives of the Biodiversity Policy.</p>

### Operational Plan Tasks

Code	Description	Progress	Comments
N2.1.1.2.1	<p>Implement priority actions from the Biodiversity Policy and implement the biodiversity monitoring program.</p> <p><b>Responsible Officer:</b> <i>Manager Environment &amp; Sustainability</i></p>	<p>50%</p>	<p>Priority actions from the Biodiversity Policy continue to be implemented, including Council's bush regeneration program, bushland dumping and encroachment program, fire management program, staff training, community engagement programs, pest animal and noxious weed program, biodiversity surveys and support of biodiversity research.</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> Director Operations</p>	<p> 50%</p>	<p>Bushland maintenance activities continued during the period in accordance with adopted programs. This included:</p> <p><b>*Bushland Access</b> The Access team currently manages 44km network of fire trails throughout the Ku-ring-gai Council LGA. Maintenance included inspection and where required, extensive vegetation trimming of all fire trails and minor surface repair works on both trails and walking tracks. Maintenance of drainage infrastructure was undertaken on all of the fire trails throughout the LGA.</p> <p><b>*Fire Break Maintenance</b> The Prevention team currently manages 24.5km network of fire trails throughout the Ku-ring-gai Council LGA. All breaks have received at least one inspection and one maintenance run which has meant we are complying with the requirements set out in the Hornsby Ku-ring-gai Bushfire Risk Management Plan.</p> <p><b>*Hazard Reduction Burns</b> The 2016/17 hazard reduction burn program to date has been very successful. 9 Burns were listed and to date 4 have been undertaken. This represents 44% of the program completed.</p> <p><b>*Burn Sites Prepared</b> Of the proposed 9 burn sites 7 have received environmental assessments and had mechanical treatment including installation of burn control lines and extensive weed control works.</p> <p><b>*Ecological Burns</b> The 2016/17 ecological burn program has two of the largest and most complex sites to date for the program being a portion of Flying Fox Reserve, Gordon and the top of Sheldon Forest in Pymble, part of Councils Biobanking site. Extensive preparation has been carried out and both sites are on track to be very successful. Weather permitted it is proposed to burn the sites prior to March 2017.</p> <p><b>*Bushland Regeneration</b> The Bushland Regeneration team have continued the annual maintenance program on 18 sites and very successfully kept them in a stable condition. These are excellent results. The team has also been offering support to</p>



			<p>Bushcare, Regeneration Contractors and the other bushland teams. All listed contractor sites were monitored monthly and support was given when requested.</p> <p><b>*Contract Bushland Restoration Sites</b> The Contractor for Bushland Regeneration works has continued the annual maintenance program on 23 sites. Works have been very successful seeing a good reduction in weed cover and increase in native floral diversity.</p> <p><b>*Sheldon Forest, Rofe Park, Comenarra Creek Biobanking Site</b> All targeted goals within the Biobanking agreement have been met. A large scale fabrication and re-vegetation project has been successfully completed on the Warragal Road embankment. Extensive pre fire works have been undertaken for ecological burning and extensive post fire works have been carried out on last years ecological burn zones with great success with threatened species and locally rare plants being found in areas they had previously disappeared. Some very rewarding work.</p> <p><b>*Noxious and Environmental Weeds</b> The following noxious weeds have been extensively targeted throughout the Local Government Area: Tussock Paspalum, Coolatai Grass, Boneseed, Climbing Asparagus, Madeira Vine, Cat's Claw Creeper, Ludwigia longifolia and Ludwigia peruviana. Extensive works were undertaken on the eradication of urban environmental weeds where these weeds have developed into substantial infestations in response to CRS requests.</p> <p><b>*Fox Baiting Program</b> The August Fox Baiting program was a great success with good weather throughout the program and as a result many successful fox takes reducing the threat from foxes on our native fauna.</p>
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**Operational Plan Tasks**

Code	Description	Progress	Comments
N2.1.1.3.1	Implement service level agreements and report on activities and outputs for noxious weeds and feral animal management programs on a quarterly basis.  <b>Responsible Officer:</b> Manager Open Space Operations	 50%	Council's bushland maintenance teams are meeting relevant service level agreements as per adopted strategies, plans and bushland programs and are progressing as expected toward achieving works by the end of the financial year. An example of this is the targeting of the highly invasive Ludwigia peruviana within the high priority Biobanking site along Troon Creek. This high risk weed is well on the way towards being eradicated and as such the





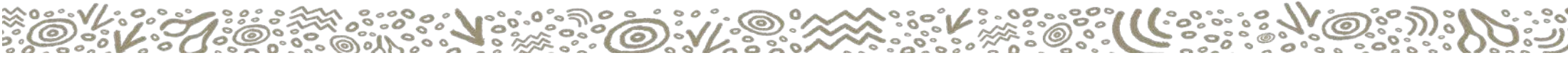
			incursion is no longer spreading further down the catchment.
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**Critical Action**

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> Director Strategy &amp; Environment</p>	 45%	<p>Council's bushland prioritisation matrix continues to guide investment in bushland regeneration activities across Council's bushland reserves. Council's Biodiversity Policy and Fauna Management Policy, endorsed by Council in August 2016, include a monitoring framework to evaluate the impact of Council's biodiversity and fauna management programs. This evaluation provides a basis to guide future management priorities in our bushland.</p> <p><b>Reason</b></p> <p>Site management plans are still to be developed for Council's priority bushland reserves.</p> <p><b>Remedial Action</b></p> <p>A site management plan for the Ku-ring-gai Flying-Fox Reserve is near completion. This will form the template for the completion of the remainder of the site management plans.</p>

**Operational Plan Tasks**


Code	Description	Progress	Comments
N2.1.1.4.1	<p>Implement priority actions from the Fauna Management Policy and implement the fauna monitoring program.</p> <p><b>Responsible Officer:</b> Temporary Team Leader Natural Areas</p>	 50%	<p>Actions from the Fauna Management Policy continue to be implemented. This includes the creation of a fauna monitoring and research methodology, associated with ecological burning in the LGA. Additionally, the fauna monitoring program continues to be implemented with further surveys and public promotion undertaken for the Pygmy Possum and Powerful Owl.</p>
N2.1.1.4.2	<p>Implement site management plans for bushland areas and monitor and report on bush regeneration activities on a quarterly basis.</p> <p><b>Responsible Officer:</b> Manager Open Space Operations</p>	 40%	<p>Monitoring of existing bushland sites is being undertaken in accordance with agreed programs. The development of the first detailed Management Plan has been delayed to allow completion of the consultant report for inclusion in the plan.</p> <p><b>Reason</b></p> <p>Awaiting final report from consultant for inclusion in first detailed Management Plan.</p> <p><b>Remedial Action</b></p> <p>It is anticipated that the first plan will be completed within the next six months.</p>





			This will form the template for the completion of the remainder of the site management plans.
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**Term Achievement:** Ecological protection and understanding is integrated within land-use planning.


**Critical Action**

Code	Description	Progress	Comments
N2.1.2.1	<p>Effective guidelines, processes, training and monitoring are in place to ensure ecological protection is integrated within land-use planning.</p> <p><b>Responsible Officer:</b> <i>Director Strategy &amp; Environment</i></p>	 50%	Council's environmental assessment guidelines, processes, training and monitoring are consistent with the aim of ensuring ecological protection is integrated within land-use planning. Development applications are assessed in accordance with the biodiversity and riparian provisions within the Principal Local Environmental Plan and Development Control Plan and conditions are applied to development consents that reflect these provisions.


**Operational Plan Tasks**

Code	Description	Progress	Comments
N2.1.2.1.1	<p>Implement and monitor guidelines and templates for environmental assessment processes.</p> <p><b>Responsible Officer:</b> <i>Manager Environment &amp; Sustainability</i></p>	 50%	Council's environmental assessment guidelines, processes and training are carefully and continually monitored and improved to reflect any legislative changes and requirements and to ensure that they are relevant and effective in meeting Council's environmental objectives.
N2.1.2.1.2	<p>Apply Development Assessment conditions that reflect Council policies and that are consistent with riparian and biodiversity provisions within the Principal Local Environmental Plan and Development Control Plan.</p> <p><b>Responsible Officer:</b> <i>Manager Development Assessment Services</i></p>	 50%	Engineering assessment of development applications is being carried out with reference to Council's policies, and conditions are being applied to development consents which are consistent with Council's riparian and biodiversity objectives.

### Critical Action

Code	Description	Progress	Comments
N2.1.2.2	Assessment and regulatory actions contribute to improved water quality through application of appropriate DA conditions, assessment of stormwater management and protection of waterways throughout the entire development process.  <i>Responsible Officer: Director Development &amp; Regulation</i>	 50%	All applications are assessed and reviewed by suitably qualified professionals to ensure the water management, biodiversity, riparian and bushfire objectives of Council's controls are upheld where relevant.

### Operational Plan Tasks


Code	Description	Progress	Comments
N2.1.2.2.1	Development Assessment conditions are reviewed and updated as appropriate.  <i>Responsible Officer: Manager Development Assessment Services</i>	 50%	Engineering conditions of consent are under constant review and are continually updated to reflect Council's current policies.

**Issue:** Natural Waterways


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

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


### Critical Action

Code	Description	Progress	Comments
N3.1.1.1	Best practice research informs Council's water management programs.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 50%	Council has been a long standing participant in the Cooperative Research Centre (CRC) for Water Sensitive Cities, ensuring that Council has access to best practice research from across Australia to inform its urban water management.



## Operational Plan Tasks

Code	Description	Progress	Comments
N3.1.1.1.1	Participate in research programs and partnerships to advance water management.  <i>Responsible Officer: Temporary Team Leader Natural Areas</i>	 50%	Council continues to work with researchers from the Cooperative Research Centre (CRC) for Water Sensitive Cities and the University of Technology (UTS) on water management research projects, including investigations into the quality of Council's harvested stormwater.


## Critical Action

Code	Description	Progress	Comments
N3.1.1.2	Implementation of Integrated Water Cycle Management Policy and Strategy.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 50%	Council's Water Sensitive City Policy was endorsed by Council in August 2016, following a public exhibition period. This provides a management framework to respond to the issues of water conservation and water security, flooding risks, degradation of urban waterways and rising temperatures in a way that enhances the liveability of Ku-ring-gai. This policy replaced Council's Riparian Policy (2004), Integrated Water Cycle Management Policy (2008) and Interim Water and Recycling and Reuse Policy (2011). A number of management actions are being implemented in accordance with the objectives of the Water Sensitive City Policy.


## Operational Plan Tasks

Code	Description	Progress	Comments
N3.1.1.2.1	Implement priority actions from the Water Sensitive City Policy and finalise the Water Sensitive City Strategy.  <i>Responsible Officer: Temporary Team Leader Natural Areas</i>	 50%	Priority actions continue to be implemented as part of Council's Water Sensitive City Policy, including stormwater harvesting and reuse and water savings programs, community engagement programs, flood risk management, water sensitive urban design, planning controls and participation in water management research. Internal consultation on the Water Sensitive City Strategy is soon to be underway, with working groups currently being established to examine the various program areas.
N3.1.1.2.2	Implement a stream health monitoring program.  <i>Responsible Officer: Temporary Team Leader Natural Areas</i>	 50%	The spring/summer round of the stream health monitoring program was undertaken in November and December. Results will be processed in early 2017. The crayfish sampling proposed to be undertaken has been postponed due to difficulties in obtaining licences for the Green Army to collect biological samples.


### Critical Action

Code	Description	Progress	Comments
N3.1.1.3	Ensure maintenance programs are in place for Council's Water Sensitive Urban Design (WSUD) devices.  <i>Responsible Officer: Director Operations</i>	 50%	A Regional Maintenance contract is in place and waterways are being monitored by staff.


### Operational Plan Tasks

Code	Description	Progress	Comments
N3.1.1.3.1	Maintain water sensitive urban design (WSUD) devices in accordance with adopted service contract.  <i>Responsible Officer: Director Operations</i>	 50%	The Maintenance Contract for WSUD devices is progressing as per contract service requirements.

### Critical Action

Code	Description	Progress	Comments
N3.1.1.4	Ensure water harvesting devices are operating to capacity.  <i>Responsible Officer: Director Operations</i>	 50%	All water harvesting devices and irrigation systems have been audited and serviced to allow efficient use. Monitoring and sensors have been installed at a number of tanks to allow for remote reporting of tank levels to assist in determining the amount and frequency of irrigation.


### Operational Plan Tasks

Code	Description	Progress	Comments
N3.1.1.4.1	Manage harvesting sites according to Water Reuse Management Plans and maintenance program.  <i>Responsible Officer: Manager Open Space Operations</i>	 50%	Continued auditing along with pump maintenance has ensured systems continue to operate to capacity.




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

**Critical Action**

Code	Description	Progress	Comments
N3.1.2.1	Implementation of Council's Riparian Policy.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 50%	Council's Water Sensitive City Policy, endorsed in August 2016, and replaced Council's Riparian Policy. Many of the riparian provisions in the Riparian Policy were transferred to Council's Development Control Plan (DCP). Riparian provisions in the Water Sensitive City Policy and DCP are adhered to through Council's development assessment and environmental assessment processes.

**Operational Plan Tasks**


Code	Description	Progress	Comments
N3.1.2.1.1	Implement riparian provisions as part of Council's Water Sensitive City Policy and Strategy.  <i>Responsible Officer: Temporary Team Leader Natural Areas</i>	 50%	Riparian provisions continue to be implemented through Council's development assessment and Part 5 assessment processes.

**Issue:** Climate Change


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

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

**Critical Action**


Code	Description	Progress	Comments
N4.1.1.1	Programs are being implemented to build community resilience to the impacts of climate change and extreme weather events.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 50%	Council's Climate Wise Communities program is moving to a new implementation phase, whereby an online community engagement platform will be developed to connect the community with the Local Emergency Management Committee and Council and to facilitate community efforts to build resilience to extreme weather events.

## 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> <i>Manager Environment &amp; Sustainability</i></p>	 50%	<p>As part of the Climate Wise Communities program, three workshops were delivered in October 2017 for 105 local residents on bush fire resilience.</p> <p>Council successfully applied for a \$90, 000 grant from the NSW Office of Emergency Management (under the Community Resilience Improvement Program) to develop a digital platform to connect the community with the Local Emergency Management Committee and Council and to facilitate community efforts to build resilience to extreme weather events. This next phase of the program will commence in the next quarter.</p>

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

## Critical Action

Code	Description	Progress	Comments
N4.1.2.1	<p>Develop initiatives to build Council's capacity to prepare, respond and recover to the increasing severity and frequency of extreme weather events as a result of a changing climate</p> <p><b>Responsible Officer:</b> <i>Director Strategy &amp; Environment</i></p>	 50%	<p>Council's Climate Change Adaptation Strategy, endorsed in August 2016, focuses on building Council's capacity to prepare for, respond to, and recover from severe weather events as a result of a changing climate. A number of climate change adaptation actions were developed as part of this Strategy, which are currently being assessed against economic, environmental and social criteria, to determine priority adaptation actions for Council.</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> <i>Manager Environment &amp; Sustainability</i></p>	 50%	<p>Grant funding recently obtained from the NSW Office of Emergency Management will facilitate this aspect of the Climate Wise Communities (CWC) program, to commence next quarter. The next phase of the CWC program, titled CWC - the Missing Link, seeks to develop a Community of Practice (CoP) involving the Local Emergency Management Committee (LEMC), Council and community members. The potential for a volunteer's network will be realised with the development of this Council moderated digital CoP by engaging residents in resilience capacity building, including in the recovery phase of extreme weather events.</p>

**Issue:** Sustainable Resource Management




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

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

**Critical Action**


Code	Description	Progress	Comments
N5.1.1.1	Recycling services are provided and waste recycling and avoidance education is enhanced.  <i>Responsible Officer: Director Operations</i>	 62%	The Waste Education program is progressing as planned

**Operational Plan Tasks**


Code	Description	Progress	Comments
N5.1.1.1.1	Deliver community waste education programs and report on recycling/diversion targets.  <i>Responsible Officer: Manager Waste</i>	 50%	The Waste Education Program progressing as planned. Progress included: - Two composting workshops - Static display for Recycling week in Library - New Waste Services Brochure translated to the Chinese language - Recycling Quiz on-line - 12 Schools Waste Education Workshop
N5.1.1.1.2	Deliver grant funded Waste Less Recycle More projects.  <i>Responsible Officer: Manager Waste</i>	 37%	Some of the grant funded projects were delayed due to staff vacancies. A Project Officer to deliver this project is now in place and progressing with approved projects. <b>Reason</b> A resource limitation due to staff vacancies has delayed these projects. <b>Remedial Action</b> A new Project Officer has been employed and is now progressing projects.
N5.1.1.1.3	Participate in the NSROC Regional Waste Disposal Contract and Regional Waste Plan actions.  <i>Responsible Officer: Manager Waste</i>	 100%	The Regional Contract is in place and fully operational.

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

**Critical Action**

Code	Description	Progress	Comments
N5.1.2.1	<p>Implement educational programs to assist the community to reduce energy and water.</p> <p><b>Responsible Officer:</b> Director Strategy &amp; Environment</p>	 50%	<p>Council continues to deliver the Smart Units, Energy Smart Savers, Water Smart and Greenstyle programs, to assist the community to reduce energy and water use. Through the Energy Smart Savers program, rebates were provided to residents for the installation of 51 energy efficient pool pumps. The Water Smart program rebates were provided to residents for the installation of 9 rainwater tanks over the past six months. Five apartment blocks are currently participating in the Smart Units program. A total of 14 home sustainability assessments and action plans were delivered as part of the Greenstyle program.</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>	 50%	<p>Between July and December 2016, 51 Energy Smart Savers pool pump rebates were paid totalling \$12, 750. These rebates supported the installation of 51 highly energy efficient pool pumps. It is expected that these new pumps will result in a combined annual reduction of electricity consumption of 84.46 megawatt-hours (MWh) and CO2 reduction of around 89.85 tonnes. One Water Smart workshop on water sensitive gardens was conducted with 15 attendees. Rebates from Council through its Water Smart program also supported the installation of nine rainwater tanks in the community which have a combined capacity of 11,200 litres and will reduce stormwater impacts on local waterways.</p> <p>Sustainability support through the Smart Units program is now delivered in a new format which provides grants for energy and water saving actions implemented by apartment blocks, with an additional rebate toward the cost of the initial audit to be paid following the submission of 12 months of data for measurement and analysis. Following a call for expressions of interest, five Ku-ring-gai apartment blocks have been engaged in this 2016/17 financial year. The strata blocks have identified total potential savings of more than \$50, 000 per year. Implementation of energy-saving measures is now taking place.</p> <p>In September 2016, an energy efficiency seminar was held for residents with nine people in attendance, in addition to a draught-proofing workshop which attracted 13 attendees. Also in September an information evening on solar power and battery storage was held with 72 people in attendance. Work is currently underway to provide Ku-ring-gai residents with a solar potential tool which will help them to assess the viability of installing solar on their homes in a bid to get solar penetration numbers in Ku-ring-gai closer to the national average.</p>


## Theme: Places, Spaces and Infrastructure

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


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

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


### Critical Action

Code	Description	Progress	Comments
P1.1.1.1	Engage with community in masterplanning and design process for the local area.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 50%	Consultation and designs were completed for The Mall Shops at Warrimoo Avenue, St Ives Chase.


### Operational Plan Tasks

Code	Description	Progress	Comments
P1.1.1.1.1	Engage with key stakeholders and the community in the revitalisation of our neighbourhood centres as per the adopted program.  <i>Responsible Officer: Manager Strategic Projects</i>	 50%	The tender for The Mall Shops at Warrimoo Avenue, St Ives Chase was completed during this reporting period


### 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>	 50%	Design concepts for works have been drafted for consultation with the business community and local residents. Consultation is carried out in line with the newly adopted Community Consultation Policy and reported to Council.


## Operational Plan Tasks

Code	Description	Progress	Comments
P1.1.1.2.1	Develop concept plans for neighbourhood centres informed by community engagement consistent with the adopted program.  <i>Responsible Officer: Manager Strategic Projects</i>	 50%	Design concepts for minor works upgrades at West Lindfield neighbourhood centre and East Lindfield neighbourhood centre have been drafted for consultation with the business community and local residents.


## Critical Action

Code	Description	Progress	Comments
P1.1.1.3	Develop an agreed level of service for removal of graffiti and cleaning of areas to instil community pride.  <i>Responsible Officer: Director Operations</i>	 50%	Graffiti is reported constantly through VandalTrak. It has shown areas such as Archdale Park, Bicentennial and Public Amenities as the areas tracking high. Overall incidences have reduced over the last year, with 81 incidences recorded and resolved at a cost of \$11,810 with 215 man hours during 2016/17. This compares with 154 incidences resolved at a cost of \$20,726 with 417 man hours for the same time in 2015/16.

## Operational Plan Tasks

Code	Description	Progress	Comments
P1.1.1.3.1	Oversee graffiti removal response and report six monthly on actual vs targets for removal of graffiti on public land.  <i>Responsible Officer: Manager Engineering Operations</i>	 50%	81 incidences were recorded and resolved at a cost of \$11, 810 with 215 man hours. At the same time last year 154 incidences were resolved at a cost of \$20, 726 with 417 man hours. Graffiti removal responses are tracking at 52% less incidents than this time last year.  Although, graffiti is constant, areas such as Archdale Park, Bicentennial and Public Amenities are tracking high.


## Critical Action

Code	Description	Progress	Comments
P1.1.1.4	Ensure compliance with Tree Management Policy.  <i>Responsible Officer: Director Operations</i>	 45%	The Tree Management Policy continues to be implemented for both internal and external customers. Council has received 2130 requests for tree works during the report period. 554 requests for tree works approval on private land and 1576 requests for tree works on Council land, of which, 530 requests were for fallen trees or branches. Over \$21,000 has been generated in revenue from fines for unauthorised tree works. Staff have been involved in the inspection and assessment of vegetation on all project sites to ensure appropriate trees




			<p>are protected for the duration of the project.</p> <p><b>Reason</b></p> <p>Turnaround times have been affected by unplanned leave and staff vacancies.</p> <p><b>Remedial Action</b></p> <p>Key position of Tree Management Coordinator has been filled. Leave to be managed for remainder of year, looking at other options for completing applications while staff on leave.</p>
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**Operational Plan Tasks**




Code	Description	Progress	Comments
P1.1.1.4.1	<p>Implement the Tree Preservation Order and report on response times against targets for Tree Preservation Order requests.</p> <p><i>Responsible Officer: Manager Open Space Operations</i></p>	 40%	<p>Council has received 554 requests for tree works approval on private land. Turnaround times for completing applications is currently behind target of 6-8 weeks by up to 4 weeks.</p> <p>Over \$21, 000 has been generated in revenue from unauthorised tree works.</p> <p><b>Reason</b></p> <p>Turnaround times have been affected by unplanned leave and staff vacancies.</p> <p><b>Remedial Action</b></p> <p>The key position of Tree Management Coordinator has been filled. Leave to be managed for remainder of year, looking at other options for completing applications while staff on leave.</p>

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

**Critical Action**


Code	Description	Progress	Comments
P1.1.2.1	<p>Improve and implement strategies, plans and processes to protect and enhance Ku-ring-gai's unique landscape character.</p> <p><i>Responsible Officer: Director Strategy &amp; Environment</i></p>	 47%	<p>Strategies and plans are in place to protect and enhance Ku-ring-gai's unique landscape character including the Ku-ring-gai Development Control Plan. Comprehensive submission made on state government policy reforms including the Draft Explanation of Intended Effects Proposed Medium Density Housing Code and Draft Medium Density Design Guide.</p>

## Operational Plan Tasks

Code	Description	Progress	Comments
P1.1.2.1.1	Continue to review existing strategies and plans.  <i>Responsible Officer: Manager Urban Planning</i>	 50%	A major review of Council's DCPs was completed in June 2016. There is now on-going review and monitoring of the controls in the DCP's which protect and enhance Ku-ring-gai's unique landscape character.
P1.1.2.1.2	Protection of the unique landscape character through the development assessment process is consistent with state and local government controls.  <i>Responsible Officer: Manager Development Assessment Services</i>	 50%	The landscape and ecological team provided detailed input into development application assessment consistent with Council's LEP and DCP. The team has also provided expert witness evidence at numerous Land and Environment Court proceedings and has achieved significant improvements in landscape and environmental design outcomes. The team has provided expert advice in relation to compliance matters and to the Operations and Strategy Departments including input into the Council submission on the Draft Medium Density Design Guide and Housing Code.
P1.1.2.1.3	Finalise and implement a no net loss policy.  <i>Responsible Officer: Manager Environment &amp; Sustainability</i>	 40%	Internal consultation is soon to be conducted on the methodology within Council's draft No Net Loss Policy, with a view that this methodology will be applied to internal Council works for a trial period. This approach will facilitate internal testing prior to the methodology being applied more broadly within the LGA. Additionally it will allow for the requirements of the upcoming NSW Biodiversity Conservation Act and Regulations to be incorporated, which at this point have yet to be articulated by the NSW government.  <b>Reason</b>  A changing NSW policy context and competing work priorities have delayed progress on this task.  <b>Remedial Action</b>  Staff resources will be re-directed to this task next quarter.


**Term Achievement:** Place making programs are being implemented for selected Council owned areas.

## Critical Action

Code	Description	Progress	Comments
P1.1.3.1	Undertake a coordinated program of beautification and revitalisation.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 50%	Tenders were called for construction works following the completion of detailed design, construction specification and cost estimate for The Mall Shops Revitalisation and accessible link to The Mall Park.



## Operational Plan Tasks


Code	Description	Progress	Comments
P1.1.3.1.1	Report quarterly on established project teams and status of milestones for improvement works for neighbourhood centres consistent with place making.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 50%	Tenders were called for construction works following the completion of detailed design, construction specification and cost estimates for The Mall Shops Revitalisation and accessible link to The Mall Park.

**Issue:** Managing Urban Change


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

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


## Critical Action

Code	Description	Progress	Comments
P2.1.1.1	Develop plans and strategies that respond to the impacts of urban development.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 50%	Submissions have been finalised on a number of State Government policies. Ongoing input into the Greater Sydney Commission District Planning Technical Working Group was provided and work progressed on the amalgamation of KLEP and the Local Centres LEP.  A Gateway Determination was issued for a Deferred Areas planning proposal in June 2016. Further consultation was undertaken with the State agencies prior to exhibition. The exhibition of planning proposals for key Council sites in Lindfield and Turramurra have also progressed.

## Operational Plan Tasks


Code	Description	Progress	Comments
P2.1.1.1.1	Respond to State Government Planning initiatives and reforms - including the new Planning Legislation.  <i>Responsible Officer: Manager Urban Planning</i>	 50%	Submissions have been finalised on a number of State Government policies under review including: SEPP (Affordable Rental Housing) 2009, SEPP (Housing for Seniors or People with a Disability) 2004, SEPP No 19—Bushland in Urban Areas, Sydney Regional Environmental Plan (Sydney Harbour Catchment) 2005, Sydney Regional Environmental Plan No.20 and the Simplified Housing Code.  A major submission was completed on the proposed new Medium Density






			<p>Housing Code and adopted by Council in November 2016.</p> <p>The Draft North District Plan was released by the Greater Sydney Commission in November 2016. Staff are currently reviewing the draft plan and will present a Submission to Council in March 2017.</p>
P2.1.1.1.2	<p>Implement and monitor the Local Environmental Plans and supporting Development Control Plans.</p> <p><b>Responsible Officer:</b> <i>Manager Urban Planning</i></p>	<p> 50%</p>	<p>Work progressed on the amalgamation of KLEP and the Local Centres LEP.</p> <p>A Gateway Determination was issued for Deferred Areas planning proposal in June 2016. Further consultation was undertaken with the RFS and NSW Police prior to going on public exhibition in November 2016.</p> <p>The exhibition of planning proposals to change the zoning, height and floor space ratio on the Lindfield Community Hub site and to reclassify the Lindfield Village Green site have been completed. The outcomes of these exhibitions have been reported back to Council and the final planning proposals are currently with the Department of Planning and Environment, waiting to be made.</p> <p>The exhibition of the Planning Proposal to rezone and reclassify the Lindfield Library site was reported to Council on 6 September 2016. The Planning Proposal is currently with the Department of Planning and Environment, waiting to be made.</p>

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


**Critical Action**

Code	Description	Progress	Comments
P2.1.2.1	<p>Applications are assessed in accordance with State and local plans.</p> <p><b>Responsible Officer:</b> <i>Director Development &amp; Regulation</i></p>	<p> 50%</p>	<p>All applications are assessed by qualified professional staff. In addition, all recommendations are peer reviewed to ensure consistency and that relevant legislation was considered.</p>


## 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>	 50%	All applications and their assessments are peer reviewed to ensure high quality determinations that consider all relevant legislative requirements.
P2.1.2.1.2	Manage the number of outstanding applications.  <i>Responsible Officer: Director Development &amp; Regulation</i>	 50%	Applications lodged with Council are constantly monitored to ensure there are no unreasonable delays in the assessment process and that all applications are determined efficiently.
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>	 50%	Assessment of applications were undertaken efficiently and delays were addressed. Processing times have increased and were affected by a number of factors, including the number of multi-unit residential development applications received, complexity of applications, requirement for certain applications to be determined by the Planning Panel and determination of some applications by the Land and Environment Court.

## Critical Action

Code	Description	Progress	Comments
P2.1.2.2	Provide Regulatory Services consistent with State and local controls.  <i>Responsible Officer: Director Development &amp; Regulation</i>	 50%	Compliance and regulatory activity has been carried out in accordance with departmental objectives and adopted operational plan. The popularity and expansion of complying development activities brings a new burden on regulatory officers, as the community is yet to fully understand the new planning control regulations.

## Operational Plan Tasks


Code	Description	Progress	Comments
P2.1.2.2.1	Regulatory action is undertaken in accordance with Council's Compliance Policy.  <i>Responsible Officer: Manager Compliance &amp; Regulation</i>	 50%	Regulatory action has been carried out in accordance with Council's adopted policies and relevant legislation. Due to ongoing staff shortages, two additional agency staff have been secured to assist.

**Issue:** Quality Urban Design and Development




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

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


**Critical Action**

Code	Description	Progress	Comments
P3.1.1.1	Review and refine Local Environmental Plans (LEPs) and Development Control Plans (DCPs) to facilitate quality urban design outcomes.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 50%	A high standard of design quality is being pursued and building environmental performance enhanced through the implementation of Councils LEPs and DCPs.

**Operational Plan Tasks**

Code	Description	Progress	Comments
P3.1.1.1.1	Monitor and review design quality standards in Council's Local Environmental Plans and Development Control Plans.  <i>Responsible Officer: Manager Urban Planning</i>	 50%	Following the adoption of the updated Local Centres and Ku-ring-gai DCPs in June 2016, Council staff and the consultant urban design specialist are monitoring the application of the revised controls in development applications and any Land & Environment Court case decisions.
P3.1.1.1.2	Provide strategic advice on Development Applications (DAs) and pre-DAs.  <i>Responsible Officer: Director Development &amp; Regulation</i>	 50%	The Development and Regulation team continues to work closely with Council's Strategy team and provide valuable input into future revisions to DCPs and legislative changes proposed by the NSW Government.
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>	 50%	Independent urban design advice is sought on all relevant DAs to ensure quality urban design outcomes for new medium and high density developments.


**Critical Action**

Code	Description	Progress	Comments
P3.1.1.2	Council progressively encourages sustainability design principles into the development application process.		A combination of online resources and a rebate scheme to encourage residents to use sustainability assessors to review home building plans, through Council's Smart Homes program, aims to encourage a greater uptake




	<i>Responsible Officer: Director Strategy &amp; Environment</i>	50%	of sustainability design principles into residential development applications.
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### Operational Plan Tasks

Code	Description	Progress	Comments
P3.1.1.2.1	Deliver the Smart Homes program.  <i>Responsible Officer: Manager Environment &amp; Sustainability</i>	 50%	In addition to the Smart Homes online guide, Council is now offering rebates for residents towards independent reviews of building plans by sustainability assessors. To improve uptake of the rebate, Council will focus its efforts on promoting the rebates to residents prior to the pre-DA stage, when they are planning a renovation or new build but have not yet seen an architect or building designer.

### Critical Action

Code	Description	Progress	Comments
P3.1.1.3	Design quality and sustainable design is promoted through events or other activities.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 50%	Council's annual Speed Date a Sustainability Renovation Expert event provides an opportunity for residents to obtain expert sustainability advice on their renovation or building project. Residents receive advice from some of Australia's leading experts on sustainable architecture, energy efficiency, solar power and battery storage, natural building techniques, productive and sustainable gardens, green walls and building in a bushfire zone. At the October 2016 event 35 parties booked in for a total of 83 "dates" with the experts.

### Operational Plan Tasks


Code	Description	Progress	Comments
P3.1.1.3.1	Implement a design quality and sustainable design event program.  <i>Responsible Officer: Manager Environment &amp; Sustainability</i>	 50%	In July, a prefab and modular housing seminar was held with 35 residents in attendance. In October, Council again hosted Speed Date a Sustainability Expert at Ku-ring-gai Town Hall. At the event 35 parties booked in for a total of 83 "dates" with sustainable architects and experts in energy efficiency, solar power and gardening, for advice on their planned building projects.

**Issue:** Revitalisation of our centres



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

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


**Critical Action**

Code	Description	Progress	Comments
P4.1.1.1	<p>Council proactively works with owners, developers and agencies of the local centres to achieve quality design outcomes. (e.g. through voluntary planning agreements, education)</p> <p><b>Responsible Officer:</b> Director Strategy &amp; Environment</p>	 32%	<p>Work in relation to Activate Lindfield is progressing well. This has included:</p> <ul style="list-style-type: none"> <li>- Meetings were held with landowners and residents adjoining the proposed Village Green.</li> <li>- A presentation was given to State MP Jonathan O'Dea to update him on the progress of the proposed Village Green.</li> <li>- A presentation was given to Greater Sydney Commissioner and North District TWG Workshop on Council's projects in Lindfield.</li> <li>- A branding company was engaged to prepare marketing collateral for Activate Lindfield.</li> <li>- A production company was engaged to prepare marketing video for Activate Lindfield and Lindfield Hub.</li> <li>- Drone photographs were completed for all sites to be used as part of marketing.</li> <li>- Meetings with Roads and Maritime Service were held to progress a traffic management plan.</li> </ul> <p><b>Reason</b></p> <p>While all work relating to the Activate Lindfield project is progressing there have been delays in a relatively minor policy component, the review of Council's Outdoor Dining and Goods on Footpath Policy.</p> <p><b>Remedial Action</b></p> <p>Resources required to review and update the Outdoor Dining and Goods on Footpath Policy are being assessed to enable the project to progress.</p>




## Operational Plan Tasks

Code	Description	Progress	Comments
P4.1.1.1.1	<p>Continue to implement a place management approach and innovative engagement practices to coordinate works and achieve quality outcomes for improvements in local centres.</p> <p><b>Responsible Officer:</b> <i>Manager Urban Planning</i></p>	 50%	<p>Work in relation to Activate Lindfield is progressing well. This has included:</p> <ul style="list-style-type: none"> <li>- Meetings were held with landowners and residents adjoining the proposed Village Green.</li> <li>- A presentation was given to State MP Jonathan O'Dea to update him on the progress of the proposed Village Green.</li> <li>- A presentation was given to Greater Sydney Commissioner and North District TWG Workshop on Council's projects in Lindfield.</li> <li>- A branding company was engaged to prepare marketing collateral for Activate Lindfield.</li> <li>- A production company was engaged to prepare marketing video for Activate Lindfield and Lindfield Hub.</li> <li>- Drone photographs were completed for all sites to be used as part of marketing.</li> <li>- Meetings with Roads and Maritime Service were held to progress a traffic management plan.</li> </ul>
P4.1.1.1.2	<p>Complete review and monitor Council's Outdoor Dining and Goods on Footpath Policy ensuring it is consistent with Council's Public Domain Plan.</p> <p><b>Responsible Officer:</b> <i>Manager Urban Planning</i></p>	 15%	<p>Only preliminary work has been undertaken on this project to date.</p> <p><b>Reason</b></p> <p>Staff resources have been focused on other project priorities.</p> <p><b>Remedial Action</b></p> <p>The project is programmed to be completed in March - June 2017.</p>

## Critical Action

Code	Description	Progress	Comments
P4.1.1.2	<p>The Master Plan for the Turramurra Centre and surrounding precincts is implemented.</p> <p><b>Responsible Officer:</b> <i>Director Strategy &amp; Environment</i></p>	 58%	<p>The Master Plan for Turramurra to revitalise the local centre is progressing well and is achieving quality design outcomes in collaboration with key agencies, landholders and the community. The Council's design for a revitalised Turramurra centre has won its category in the 2016 Australian Urban Design Awards. These national awards are convened by the Planning Institute of Australia, supported by nine peak bodies including the Australian Institute of Architects, the Australian Institute of Landscape Architects and the Australian Sustainable Built Environment Council.</p>


## Operational Plan Tasks

Code	Description	Progress	Comments
P4.1.1.2.1	<p>Progress delivery of the Turramurra Community Hub.</p> <p><b>Responsible Officer:</b> Manager Urban Planning</p>	 50%	<p>The Turramurra Community Hub Project is progressing as follows:</p> <ul style="list-style-type: none"> <li>- Final master plan (post public exhibition) was reported to Council on the 28th June 2016. Council deferred decision subject to further information and briefings.</li> <li>- A Public Hearing was held on 25 July 2016 which considered the proposal to reclassify 5 Ray Street and 12 William Street.</li> <li>- Council resolved on 6 September 2016 to submit a Planning Proposal to reclassify 5 Ray Street and 12 William Street. The Planning Proposal was subsequently submitted to the Department of Planning and Environment for Gazettal.</li> <li>- On 6 September 2016 Council adopted a community facilities strategy for Turramurra and a preferred location for a new community building.</li> <li>- A Public Hearing was held on 26 October 2016 which considered the proposed reclassification of 1275 Pacific Highway.</li> <li>- On 6 December 2016 Council adopted amendments to the draft master plan in relation to the lower ground floor and proposed supermarket layout.</li> </ul>
P4.1.1.2.2	<p>Continue to engage with key community stakeholders and internal stakeholders to identify the requirements for new community facilities and infrastructure.</p> <p><b>Responsible Officer:</b> Manager Urban Planning</p>	 50%	<p>Council adopted the Turramurra Community Facilities Strategy, 2015 at OMC 6 September 2016 as the basis for ongoing planning and design of the proposed community building which forms part of the Turramurra Master Plan.</p> <p>At OMC 20 September 2016 Council resolved to locate the new community building on a site adjoining the proposed town square which is consistent with community preferences as surveyed during the public exhibition in April-May 2016.</p>
P4.1.1.2.3	<p>Finalise the reclassification of identified lands as resolved by Council.</p> <p><b>Responsible Officer:</b> Manager Urban Planning</p>	 75%	<p>The planning proposal for reclassification and rezoning of the Turramurra Community Hub site was exhibited in May 2016. A Public Hearing on the reclassification of 5 Ray Street and 12 William Street, Turramurra was held on Monday 25 July 2016 and reported back to Council in 6 September 2016. The planning proposal is now with the Department of Planning and Environment waiting to be made.</p> <p>The reclassification of 1275 Pacific Hwy was subject to a further public hearing in October 2016. The Chairperson's report was received by Council in November 2016 and made publicly available and will be reported to Council in February 2017.</p>





**Term Achievement:** Planning opportunities are investigated for the revitalisation of the St Ives Centre and surrounding precincts in collaboration with owners, developers, government agencies and local residents.

**Critical Action**

Code	Description	Progress	Comments
P4.1.2.1	<p>Investigate a master planning process for the St Ives and surrounding precincts.</p> <p><b>Responsible Officer:</b> Director Strategy &amp; Environment</p>	 <p>20%</p>	<p>Investigation of the master planning process is continuing with information, resources and skills being applied and developed for the Activate Lindfield, Turramurra and Gordon Sites eg Land investigations, strategic studies, consultation processes, feasibility, due diligence and risks . First stage reclassification is under way along with preliminary land investigations and planning processes.</p> <p><b>Reason</b></p> <p>Awaiting formal Planning Proposal to be lodged by the St Ives Shopping Village and the focus of resources on other centres being progressed in accordance with Council resolutions.</p> <p><b>Remedial Action</b></p> <p>Master planning framework to be set up and identification of staff and resources. This is contingent on a formal Planning Proposal to be lodged by the St Ives Shopping Village.</p>

**Operational Plan Tasks**


Code	Description	Progress	Comments
P4.1.2.1.1	<p>Review a formal planning proposal from the owners of the St Ives Shopping Village when received.</p> <p><b>Responsible Officer:</b> Manager Urban Planning</p>	 <p>0%</p>	<p>This task remains on hold until owners of the St Ives Shopping Village submit a formal planning proposal to Council.</p> <p><b>Reason</b></p> <p>The St Ives Shopping Village is yet to submit a formal planning proposal to Council.</p> <p>Remedial Action</p> <p><b>Remedial Action</b></p> <p>Work can proceed once a formal planning proposal is submitted to Council, subject to available resources.</p>
P4.1.2.1.2	<p>Commence preparation of background studies for St Ives.</p>	 <p>20%</p>	<p>Progress includes:</p> <ul style="list-style-type: none"> <li>- Planning consultant engaged to prepare Planning Proposal for reclassification of Council lands.</li> </ul>



	<p><b>Responsible Officer:</b> Manager Urban Planning</p>		<ul style="list-style-type: none"> <li>- Commenced scoping of project briefs for community facilities study and Stage 1 contamination and geotechnical studies.</li> <li>- Road closure process commenced for part of Denley Lane</li> <li>- Work in relation to Turramurra and Lindfield Hubs assisted with providing direction for possible delivery mechanism.</li> </ul> <p><b>Reason</b></p> <p>Competing project priorities and the St Ives Shopping Village is yet to submit a formal planning proposal to Council.</p> <p><b>Remedial Action</b></p> <p>Investigate potential for dedicated project officer required to coordinate process across Council.</p> <p>The progression of the reclassification of 176 Mona Vale Road will help facilitate the inclusion of this site into any future master plan for the precinct.</p>
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**Term Achievement:** An improvement plan for Gordon Centre is being progressively implemented in collaboration with owners, businesses and state agencies.

**Critical Action**

Code	Description	Progress	Comments
P4.1.3.1	<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>	 37%	<p>Continued interest from the development sector in Gordon, particularly the retail market, has prompted Council to reconsider its position and on 11 October 2016 Council resolved to recommence the master plan process for a civic/cultural hub in Gordon.</p> <p><b>Reason</b></p> <p>The project progress was originally on hold as per Council's decision to defer the project due to uncertainty surrounding Council amalgamations.</p> <p><b>Remedial Action</b></p> <p>Since the Council resolution to recommence a preliminary project scoping has been undertaken.</p>

**Operational Plan Tasks**


Code	Description	Progress	Comments
P4.1.3.1.1	Commence preparation of a master plan for the civic/cultural hub in Gordon including a feasibility study.		Council deferred the project due to uncertainty surrounding Council amalgamations. Continued interest from the development sector in Gordon,




	<p><b>Responsible Officer:</b> Manager Urban Planning</p>	<p>37%</p>	<p>particularly the retail market, has prompted Council to reconsider its position and on 11 October 2016 Council resolved to recommence the master plan process for a civic/cultural hub in Gordon. Since that time preliminary project scoping has been undertaken.</p> <p><b>Reason</b></p> <p>The project has been on hold since being deferred by Council at OMC on 9 February 2016.</p> <p><b>Remedial Action</b></p> <p>No remedial action required as Council has now resolved to recommence the master plan process</p>
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**Term Achievement:** An improvement plan for Lindfield Centre is being progressively implemented in collaboration with owners, businesses and state agencies.

**Critical Action**

Code	Description	Progress	Comments
P4.1.4.1	<p>The Master Plan for the Lindfield Centre and surrounding precincts is implemented.</p> <p><b>Responsible Officer:</b> Director Strategy &amp; Environment</p>	<p> 50%</p>	<p>The Master Plan is progressing well. This period has primarily involved preparation of a business case and EOI documents for the project to meet the requirements of the NSW Government's Public Private Partnership Guidelines: The documentation for the development application for the new Village Green has been finalised.</p>

**Operational Plan Tasks**

Code	Description	Progress	Comments
P4.1.4.1.1	<p>Progress delivery of the Lindfield Community Hub.</p> <p><b>Responsible Officer:</b> Manager Urban Planning</p>	<p> 50%</p>	<p>This project is progressing well. The reporting period has primarily involved preparation of a business case and EOI documents for the project to meet the requirements of the NSW Government's Public Private Partnership Guidelines:</p> <ul style="list-style-type: none"> <li>- Council submitted draft EOI documents to the Office of Local Government (OLG) on 23 August 2016.</li> <li>- OLG Project Review Committee (PRC) met on 26 August to assess Council's submission.</li> <li>- Council received a letter from the OLG on 19 September 2016 advising of the PRC initial assessment of the Lindfield PPP.</li> <li>- Council submitted a response package to OLG on 23 September 2016.</li> <li>- Received the final PRC assessment on 24 November 2016.</li> <li>- A Strategic Planning Workshop (involving General Manager, Directors and</li> </ul>


			senior staff) was held on 20 December 2016 to discuss implications of the OLG review and identify a way forward. - A Report to Council is scheduled for February 2017 to recommend next steps.
P4.1.4.1.2	Progress delivery of the Lindfield Village Green.  <b>Responsible Officer:</b> <i>Manager Urban Planning</i>	 50%	Delivery of the Village Green is progressing well. Over the last 6 months the following has been undertaken: - Final concept design reported to Council on 23 September 2016. - Council adopted the concept design and gave delegation for owners consent for all necessary planning applications - Development Application submitted on 22 December 2016

**Issue:** Heritage that is Protected and Responsibly Managed


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


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

**Critical Action**


Code	Description	Progress	Comments
P5.1.1.1	Implement, monitor and review Ku-ring-gai's heritage planning provisions.  <b>Responsible Officer:</b> <i>Director Strategy &amp; Environment</i>	 50%	On 21 October 2016 KLEP Amendment 12 was made listing a range of new heritage items and a heritage conservation area in Bobbin Head Road Pymble. A report on the submissions for the East and West Pymble HCAs (including additional areas in Turramurra and Wahroonga) received a Council resolution to proceed to gateway determination on 6 December 2016. A planning proposal is being submitted for agency consultation before the end of 2016.

**Operational Plan Tasks**


Code	Description	Progress	Comments
P5.1.1.1.1	Monitor, identify and respond to gaps in existing heritage strategies, development control plans and local environmental plans.  <b>Responsible Officer:</b> <i>Manager Urban Planning</i>	 50%	Conditional gateway determination has been received for the Middle Harbour Road HCA planning proposal. The amended planning proposal will be resubmitted to the Department of Planning and Environment by the end of 2016. The report on the submissions for the East and West Pymble HCAs (including additional areas in Turramurra and Wahroonga) received a Council resolution to proceed to gateway determination on 6 December 2016. The planning proposal is being submitted for agency consultation before the end of 2016.

P5.1.1.1.2	Protection of heritage through the development assessment process is consistent with State and local government controls.  <i>Responsible Officer: Manager Development Assessment Services</i>	 50%	Council has endeavoured to protect Ku-ring-gai's heritage throughout the development assessment process, consistent with state and local government controls.
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### Critical Action


Code	Description	Progress	Comments
P5.1.1.2	Protect and effectively manage Ku-ring-gai's Aboriginal heritage assets in conjunction with the Aboriginal Heritage Office.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 50%	Council implements a Sensitive Data Access Procedure, facilitates Aboriginal Heritage training (as part of Council's environmental management staff 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.  <i>Responsible Officer: Manager Environment &amp; Sustainability</i>	 50%	Consideration of Aboriginal heritage sites continues to form part of Council's standard environmental assessment process. Standard and intermediate Aboriginal heritage training was provided to twelve staff. Council's internal Aboriginal sites register has been updated with new information provided by the Aboriginal Heritage Office.

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


### Critical Action

Code	Description	Progress	Comments
P5.1.2.1	Prepare conservation management plans for heritage assets within available resources.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 15%	A range of possible funding sources are being identified for a conservation management plan for Council buildings. <b>Reason</b> Lack of potential funding from State Agencies and other competing strategic heritage projects. <b>Remedial Action</b> The list of potential conservation management plans will be reviewed with the option of staging or undertaking smaller projects and also reviewing internal




			funding sources to supplement the program. Future potential grant funding from the NSW Office of Environment and Heritage continues to be pursued.
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**Operational Plan Tasks**


Code	Description	Progress	Comments
P5.1.2.1.1	Identify resources for the development and implementation of heritage conservation management plans.  <i>Responsible Officer: Manager Urban Planning</i>	 15%	Suitable external funding remains unavailable for this project. Options for prioritising Conservation Management Plans for Council owned heritage places are currently being considered and availability of funding internally. <b>Reason</b> Limited resources and funding. <b>Remedial Action</b> Awaiting next round of funding from the NSW Office of Environment and Heritage.

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


**Critical Action**

Code	Description	Progress	Comments
P5.1.3.1	Local and cultural history is recognised and promoted.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 50%	Through the Ku-ring-gai Heritage Reference Committee the 2016/17 Heritage Home Grants has allocated funding for conservation works for nine properties to assist in the upkeep and maintenance of Ku-ring-gai's built heritage. Local and cultural history continued to be promoted through publications, displays and special events and support for the Ku-ring-gai Historical Society.


**Operational Plan Tasks**

Code	Description	Progress	Comments
P5.1.3.1.1	Develop and implement a program of activities to promote local heritage in consultation with key stakeholders.  <i>Responsible Officer: Manager Urban Planning</i>	 50%	The 2016/17 Heritage Home Grants has allocated funding for conservation works to nine properties. A sustainability project has been deferred due to limitations on staff resourcing.

### Critical Action

Code	Description	Progress	Comments
P5.1.3.2	Local Aboriginal history is recognised and promoted.  <i>Responsible Officer: Director Community</i>	 50%	During the reporting period local Aboriginal history and cultural activities were supported at the St Ives Precinct through a number of educational programs. Additionally staff have undertaken training about local Aboriginal Culture and Aboriginal Sites.

### Operational Plan Tasks


Code	Description	Progress	Comments
P5.1.3.2.1	Support Aboriginal cultural activities at the St Ives Precinct.  <i>Responsible Officer: Manager Community &amp; Recreation Services</i>	 50%	During the period July to December we continued to support Aboriginal cultural activities in the St Ives Precinct. We have had two educational programs: the first was an Aboriginal Art and Culture Day during NAIDOC week, featuring Walangari and Life Amongst the Garigal People led by Karen Smith from the Aboriginal Heritage Office (as part of the Winter Bush Kids Program) and the second was a program presented three times on Aboriginal culture. This program was fully booked. In December Jennifer Edeyones, a Senior Ranger, attended a seminar dealing with local Aboriginal culture and Aboriginal sites. In most of the programs elements of Aboriginal culture are highlighted eg. bush tucker, acknowledgement of country and story-telling delivered by Aboriginal story tellers.

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

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



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

### Critical Action

Code	Description	Progress	Comments
P6.1.1.1	Engage with community partners to improve Councils sporting and recreational facilities.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 50%	During the period Council continued to engage with associations and local sporting users to achieve improvements to local sporting and recreational facilities. This included: - Completion of the North Turrumurra Recreation Area synthetic field, which is now available for training - Progressing improvements to the car parking and court surfaces at Canoon


			<p>Road, Turramurra and working to implement outcomes identified in the Plan of Management</p> <ul style="list-style-type: none"> <li>- Working with the Department of Education to identify partnership opportunities within existing Department of Education sites which could improve both facilities for students and community access</li> <li>- The planning of Norman Griffith's Oval upgrade in consultation with the user groups.</li> </ul>
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### Operational Plan Tasks

Code	Description	Progress	Comments
P6.1.1.1.1	<p>Pursue improvement of sporting and recreational facilities through partnerships, grant funding and other external funding opportunities.</p> <p><b>Responsible Officer:</b> <i>Manager Strategic Projects</i></p>	 50%	<p>The planning of Norman Griffith's Oval upgrade with the local football club is ongoing. The Grant for the Morona Avenue Playground upgrade was unsuccessful. A grant has been submitted in consultation with Roseville RSL Sub-Branch for War Memorial conservation works at Roseville Memorial Park.</p>
P6.1.1.1.2	<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>	 50%	<p>After the success of the last two forums, the delivery of the information night will be reviewed to ensure participants remain interested and engaged. This may include a new format, a particular guest speaker, a new venue, or new structure. Before the end of 2016, an email to all stakeholders will be sent to determine what they would like to see from the agenda in 2017.</p>






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

### Critical Action


Code	Description	Progress	Comments
P6.1.2.1	<p>Deliver Council's adopted open space capital works program.</p> <p><b>Responsible Officer:</b> <i>Director Operations</i></p>	 50%	<p>Council's open space capital works program significantly progressed during the period. Key achievements included:</p> <ul style="list-style-type: none"> <li>- Completion of Koola Park Upgrade stage 3 at East Killara</li> <li>- Completion of Howson Oval Upgrade</li> <li>- Completion of Lapwing Park, Carcoola Road, St Ives park construction</li> <li>- Work progressing on the delayed Cameron Park Extension, Turramurra - with an expected completion date end of February 2017</li> <li>- Work progressing well and on schedule on the redevelopment of the courts and car park for the Canoon Road Recreation Area.</li> </ul> <p>The Lofberg Playground, West Pymble and Golden Jubilee Playground, Wahroonga are progressing although approximately 6 weeks behind schedule</p>






## 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>	 50%	<p>Designs and environmental approval were finalised for Roseville Chase Community Centre Landscape, cycle path, bus stop, and paths in the public domain upgrade. Concept plans were adopted for St Ives Showground Regional Playground and accessible amenities, Golden Grove Playground Upgrade, Kent Oval Sportsground, Morona Avenue Playground Wahroonga, Site environmental assessments and demolition was completed for the Allan Avenue Reserve Turramurra - new park, Koola Park Redevelopment Stage 4 - car park and landscape, Canoon Road Recreation Area courts, landscape works and car parks, Turramurra Memorial Park dog off-leash area fencing, George Christie Playing Field car park with sediment filter basin, Norman Griffiths Oval synthetic sportsfield flood and hydraulics study, and NTRA synthetic field back nets and fencing.</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>Director Operations</i></p>	 50%	<p>All construction sites are in compliance with the environmental approvals as provided and required under the terms of the contract.</p>
P6.1.2.1.3	<p>Conduct appropriate consultation; identify outcomes of community consultation and actions to address community concerns.</p> <p><b>Responsible Officer:</b> <i>Manager Strategic Projects</i></p>	 50%	<p>Following the initial community survey, a community consultation workshop was conducted to determine stakeholder needs and inform the community regarding a new park at Allan Avenue Reserve, Turramurra. A stakeholder and community workshop was held for the concept design review of St Ives Showground Inclusive Playground and Golden Grove Inclusive Playground. A community survey for Gordon Recreation Ground Masterplan was completed to inform the drafting of the plan for reporting to Council for exhibition and comment. Regular updates of projects continued on Council's website to inform the community of progress.</p>
P6.1.2.1.4	<p>Report on completed concept designs and acceptance by the community and Council.</p> <p><b>Responsible Officer:</b> <i>Manager Strategic Projects</i></p>	 50%	<p>Concept designs currently underway including a new park at Allan Avenue Reserve Turramurra shall be reported to Council this financial year. Golden Grove Playground, Gordon Recreation Area Master Plan and Playground and St Ives Regional Playground have been reported at OMC 06/12/2016.</p>
P6.1.2.1.5	<p>Implement Councils adopted Playground Strategy.</p> <p><b>Responsible Officer:</b> <i>Manager Strategic Projects</i></p>	 50%	<p>The Draft Playground Strategy has been amended by the Consultant and was received for evaluation and analysis on 3 Jan 2017. The draft document and suggested recommendations will be considered by relevant staff and Directors before a Councillor Briefing in February.</p>


## Critical Action

Code	Description	Progress	Comments
P6.1.2.2	<p>Prepare district park masterplans to inform the forward open space capital works program.</p> <p><b>Responsible Officer:</b> Director Strategy &amp; Environment</p>	 43%	<p>In preparation of the Capital Works program a number of research and pre-planning activities are being conducted including initial historical research underway for the parkland area of Robert Pymble Park, draft Conservation Management Plan for heritage structures and an Arborists Report for Gordon Recreation Ground. Consultation on draft master plans will be carried out in line with the newly adopted Community Consultation Policy and reported to Council.</p> <p><b>Reason</b></p> <p>Unfortunately due to the lack of available resources the master planning for a natural grass athletics facility at North Pymble Park has not been progressed.</p> <p><b>Remedial Action</b></p> <p>Resources allocated to priority projects and some master planning to be carried into FY2018.</p>


### Operational Plan Tasks

Code	Description	Progress	Comments
P6.1.2.2.1	<p>Prepare draft District Park Landscape Master Plan for Robert Pymble Park.</p> <p><b>Responsible Officer:</b> Manager Strategic Projects</p>	 50%	<p>Initial historical research is underway for this heritage parkland area. Consultations as per the recently adopted community consultation policy is pending.</p>
P6.1.2.2.2	<p>Prepare District Park Landscape Master Plan for Gordon Recreation Ground.</p> <p><b>Responsible Officer:</b> Manager Strategic Projects</p>	 50%	<p>The draft plan is underway and the Conservation Management Plan for heritage structures and Arborists Report have been completed. The final draft plan is now pending Council approval.</p>
P6.1.2.2.3	<p>Complete District Park Master Plan for natural grass athletics facility at North Pymble Park.</p> <p><b>Responsible Officer:</b> Manager Strategic Projects</p>	 30%	<p>Arborists and ecologist reports will be obtained during the third quarter followed by community consultation.</p> <p><b>Reason</b></p> <p>Resourcing levels for this project have been re-allocated to higher priority projects.</p> <p><b>Remedial Action</b></p> <p>Project to be reviewed for potential rescheduling to 2018.</p>


### Critical Action

Code	Description	Progress	Comments
P6.1.2.3	<p>Community Land Plans of Management are regularly reviewed.</p> <p><b>Responsible Officer:</b> Director Strategy &amp; Environment</p>	 30%	<p>Council has in place Plans of Management for all its Community Classified Land. However there has been no progress of the review of these plans during the reporting period.</p> <p><b>Reason</b></p> <p>Due to staff movements, lack of resources and higher priority projects and programs.</p> <p><b>Remedial Action</b></p> <p>Resourcing adjustments will enable the delivery of this task.</p>



### Operational Plan Tasks

Code	Description	Progress	Comments
P6.1.2.3.1	<p>Complete the review and update of Community Plans of Management.</p> <p><b>Responsible Officer:</b> Manager Strategic Projects</p>	 30%	<p>No Progress was made during the second quarter.</p> <p><b>Reason</b></p> <p>Insufficient resources available to undertake this task during this period.</p> <p><b>Remedial Action</b></p> <p>Resourcing adjustments will enable the delivery of this program to review and update the Generic Parks Plan of Management.</p>

### Critical Action

Code	Description	Progress	Comments
P6.1.2.4	<p>Ensure existing recreation and sporting facilities are maintained in accordance with asset management strategy and plans.</p> <p><b>Responsible Officer:</b> Director Operations</p>	 50%	<p>All recreation and sporting facilities are maintained in accordance with service levels and maintenance schedules that have been created for each location. All work is recorded in the Asset Management system including periodic measurement of the condition of each asset.</p> <p>Asset Management Plans are being updated in line with financial reporting requirements.</p>

## Operational Plan Tasks


Code	Description	Progress	Comments
P6.1.2.4.1	<p>Complete Park Asset Refurbishment Program at priority locations and report on progress.</p> <p><b>Responsible Officer:</b> <i>Manager Open Space Operations</i></p>	 50%	<p>In this period the Asset team has completed refurbishments at the following locations: Secret Garden at Gordon Library, Brown's Field, Roseville Park, Gordon Golf Course and Phillip Mall Shops, West Pymble. Council has continued to carry out maintenance at Jubes Bike Park and completed CRM's as required in a timely manner. The Playground Tradesperson has completed refurbishments at the following sites: Gordon Recreational Ground, The Glade Oval, Brown's Field, Hicks Avenue Reserve, and Sir Robert Menzies Park. The October quarterly playground inspections and followed up with the necessary repairs has also been completed.</p>
P6.1.2.4.2	<p>Complete maintenance program for parks, tennis facilities and sportsfields and report on progress against agreed maintenance service levels.</p> <p><b>Responsible Officer:</b> <i>Manager Open Space Operations</i></p>	 50%	<p>The maintenance programs for existing assets are being undertaken to agreed service levels. The teams are currently achieving above the 85% of visits in their current schedules.</p>

**Issue:** Enhancing community buildings and facilities



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

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


### Critical Action

Code	Description	Progress	Comments
P7.1.1.1	<p>A prioritised program of improvements to community meeting rooms, halls, buildings and facilities is being implemented.</p> <p><b>Responsible Officer:</b> <i>Director Operations</i></p>	 100%	<p>All budget information has been submitted for 2017/18 FY Recurring and Capital Works Proposals for consideration by Council for the Delivery Program, comprising an improvement plan for HVAC and other structural improvements. Building improvements at Roseville Chase Community Hall were completed incorporating re-roofing and associated works.</p>


## Operational Plan Tasks

Code	Description	Progress	Comments
P7.1.1.1.1	Utilise building condition data at component level to develop a forward program annually for building refurbishment, and report six monthly.  <i>Responsible Officer: Manager Engineering Operations</i>	 100%	All budget information has been submitted for Recurring and Capital Works Proposals.
P7.1.1.1.2	Implement an improvement program for the maintenance, renewal and upgrade of Council's buildings and report on progress.  <i>Responsible Officer: Manager Engineering Operations</i>	 100%	An improvement plan for HVAC and other capital works has been submitted.


## Critical Action

Code	Description	Progress	Comments
P7.1.1.2	Council progressively introduces sustainability performance standards for Council buildings and facilities.  <i>Responsible Officer: Director Operations</i>	 40%	Internal consultation on a draft set of sustainability performance standards for Council buildings and facilities is still being undertaken. Feedback received during this consultation period is being integrated into the standards and the amendments will be presented in the next quarter.  <b>Reason</b> Information will be considered next quarter  <b>Remedial Action</b> Meetings will be set up


## Operational Plan Tasks

Code	Description	Progress	Comments
P7.1.1.2.1	Finalise and implement sustainability performance standards for Council buildings and facilities.  <i>Responsible Officer: Manager Environment &amp; Sustainability</i>	 40%	A draft set of Sustainability Performance Standards was recently presented to the Asset Management Steering Committee (AMSC). Feedback from the AMSC will be incorporated into the standards and re-presented to the AMSC.  <b>Reason</b> This task has been delayed due to competing work priorities.  <b>Remedial Action</b> Staff resources will be re-directed to this task next quarter.

## Critical Action


Code	Description	Progress	Comments
P7.1.1.3	<p>Council implements an energy and water conservation and efficiency program for Council buildings and facilities.</p> <p><b>Responsible Officer:</b> <i>Director Strategy &amp; Environment</i></p>	 50%	Funded through the Environmental Levy, Council has implemented a number of energy efficiency projects over the past six months. Intelligent lighting upgrades, solar PV system installation and HVAC control improvements have been conducted at Gordon Library. A solar PV upgrade has been completed at Suakin Street depot and improvements have also been made to the after hours HVAC / plant controls at the Suakin Street depot and the Bridge Street administration building.

## 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>	 50%	The intelligent lighting upgrade at Gordon Library is 95% complete, the 52 kW solar PV system is complete and the NSW Police HVAC has been removed from Council's meter. Combined with improvements made to HVAC controls, these measures have led to a 68% reduction in energy consumption in November 2016. The Suakin Street Depot Solar PV upgrades have been completed, with a total of 100kW now serving the trades and administration buildings. Feasibility work has identified a significant benefit of installing blankets for the indoor pools at the KFAC and the blankets will be installed in the second half of 2016/17. Improvements have been made to the after hours HVAC/plant controls at the Suakin Street depot and the Bridge Street administration building. Feasibility scoping is continuing for upgrades to the KFAC filtration plant. KFAC BMS training was delivered to Council's Senior Sustainability Officer and Sustainable Buildings Officer.

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



## Critical Action

Code	Description	Progress	Comments
P7.1.2.1	<p>Provide accommodation for identified community services in line with Community Leasing Policy.</p> <p><b>Responsible Officer:</b> <i>Director Community</i></p>	 50%	All community leases have been reviewed and are current. During the reporting period there were 44 reviews with rent increases implemented on 23 occasions. Three leases were also renewed and an interim Gordon Golf Professional Services contract was negotiated. A contract has been negotiated and prepared for the management of Tulkiyan Heritage House by Historic Houses Association of Australia. Permanent and casual hirers of halls and meeting rooms remain consistent with a steady growth of new casual




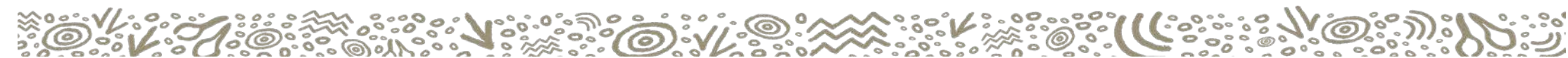
			hirers. New hirers such as That Great Market at East Lindfield and Epicentre Theatre at Ku-ring-gai Town Hall have assisted in the strong performance within the portfolio to date.
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**Operational Plan Tasks**

Code	Description	Progress	Comments
P7.1.2.1.1	Community leases are reviewed and implemented inline with leasing policy.  <i>Responsible Officer: Manager Community &amp; Recreation Services</i>	 50%	All community leases have been reviewed up to December 2016. During the July - December period there were 44 reviews with rent increases implemented on 23 occasions. 3 leases were renewed. A contract was prepared for the management of Tulkiyan Heritage House by Historic Houses Association of Australia.
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>	 50%	Halls and meeting rooms' permanent and casual hirers remain strong with nil permanent terminations and a steady growth of new casual hirers.  Hirer revenue is currently \$4,071 above budget for the mid year December period. The increased number of bookings has placed additional pressure on cleaning requirements, although this is still within budget. New hirers such as That Great Market at East Lindfield and Epicentre Theatre at Ku-ring-gai Town Hall have assisted in the strong performance within the portfolio.  It is anticipated that in the final quarters of the 16/17 financial year there will be a reduction in growth with the withdrawal of the Epicentre Theatre in 2017.



**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>	 53%	During the reporting period Council resolved to proceed with the High Ropes Course at the Showground, along with a renewed markets program. Expression of Interest processes have commenced with meetings programmed in the first half of 2017 to commence the implementation process for both operations. Regular programs and events continue on the Showground and at the Wildflower Garden with highlights being the successful delivery of the St Ives Medieval Faire and Wildflower Festival. The venues are also growing in demand for external event hire such as Miss Muddy. Attendance at the Precinct continues to grow with 170,000 visitors in 2015/16. This is expected to grow further over the coming year.  During the period of July to December the bookings for weddings and




			<p>corporate functions of Caley's has grown steadily. Advertising and promotion for the use of Caley's Pavilion continued through Facebook and email campaigns, promotions with the Bush Telegraph and Hornsby Ku-ring-gai Visitors Guide.</p> <p>During the period of July to December the bookings for weddings and corporate functions of Caley's has grown steadily. Advertising and promotion for the use of Caley's Pavilion continued through Facebook and email campaigns, promotions with the Bush Telegraph and Hornsby Ku-ring-gai Visitors Guide.</p>
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### Operational Plan Tasks

Code	Description	Progress	Comments
P7.1.2.2.1	<p>Finalise Expression of Interest and assess business models for new recreation and business opportunities identified in Plan of Management.</p> <p><b>Responsible Officer:</b> <i>Manager Community &amp; Recreation Services</i></p>	 60%	<p>The Expression of Interest process has been completed and the installation of a High Ropes Course at the Showground and a renewed markets program identified for the Showground. Negotiations have begun with the two parties through the Expression of Interest Process and meetings are programmed in the first half of 2017 to begin the implementation process for both operations. Both of these operations offer reasonable income potential and increased usage of the Precinct.</p>
P7.1.2.2.2	<p>Promote Caley's Pavilion as a multipurpose venue for weddings, functions and corporate events.</p> <p><b>Responsible Officer:</b> <i>Manager Community &amp; Recreation Services</i></p>	 50%	<p>During the period of July to December the use of Caley's has grown steadily. Advertising and promotion for the use of Caley's Pavilion continued through Facebook and email campaigns, promotions with the Bush Telegraph and Hornsby Ku-ring-gai Visitors Guide, on the St Ives Precinct website, through brochures, flyers and word –of mouth recommendations from clients and staff operating the Wildflower Garden Visitor Centre. The following functions were held during the July – December period::</p> <ul style="list-style-type: none"> <li>- Weddings x 2</li> <li>- Wedding Anniversary x 1</li> <li>- Birthday Parties x 5</li> <li>- Memorial Service x 2</li> <li>- Weekly Hire x 2 -: Spiritual Assembly of Bahai's and APS</li> <li>- Fred Watson Tour – Astronomy Show x 5</li> <li>- Council Meetings/Functions x 5</li> </ul> <p>A concerted effort to market Caley's further is being coordinated and run in February using Social Media and selected print media.</p>





P7.1.2.2.3	<p>Implement programs and events 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>	 50%	<p>During this period we have continued to manage the regular programs on the Showground and at the Wildflower Garden. These include the regular programs from Northside Riding, Warringah Dressage, North Shore Dog Training, The Radio Car Club, the Model Flying Club, the Show Society, Lions, Soccer and PSSA programs.</p> <p>Currently we are starting up a new market every two weeks and are negotiating a High Ropes Installation at the Showground. We have a current proposal to operate a Drive In Movie program over six weeks in winter at the Showground and a proposal for a Drama in the Garden event for May.</p> <p>Attendance at the Precinct has grown from 67,000 in 2012/13 to 111,000 2014/15 to 170,000 people in 2015/16. With the playground development, the High Ropes development and the re-newed markets it is predicted that numbers will grow by a further 80,000 per year to 250,000 people per year.</p>
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### Critical Action


Code	Description	Progress	Comments
P7.1.2.3	<p>Tennis and court facilities are available for coaching, programs and social play.</p> <p><b>Responsible Officer:</b> <i>Director Community</i></p>	 50%	<p>Tennis facilities have been improved during the reporting period with the installation of the galaxy key system at the Gordon tennis pavilion. It is expected that the system will be extended to other tennis facilities over the next 12 months. Courts at St Ives Village Green have undergone repairs and other court locations will continue to be monitored and repairs undertaken on a priority need basis. Initial investigations have also been undertaken for the trial of an electronic access system at the tennis courts. Tennis hire has continued for both casual and permanent hirers with a focus on coaches, permanent hirers and an increase in social games.</p>

### Operational Plan Tasks



Code	Description	Progress	Comments
P7.1.2.3.1	<p>Improve the quality of tennis services and facilities for hirers.</p> <p><b>Responsible Officer:</b> <i>Manager Community &amp; Recreation Services</i></p>	 50%	<p>Progress has been made in the 2nd quarter of the financial year with improved tennis facilities. The upgraded security of the Gordon Tennis Pavilion has had an impact with the new galaxy key system. It is expected that the system will be extended to other tennis facilities over the next 12 months. Courts at St Ives Village Green have undergone repairs. Other court locations will continue to be monitored and repairs undertaken on a priority need basis. Initial investigations have been undertaken for the introduction of an electronic locking system at tennis courts. This project will be ongoing throughout 2017; however no decisions will be made until costs are identified.</p>

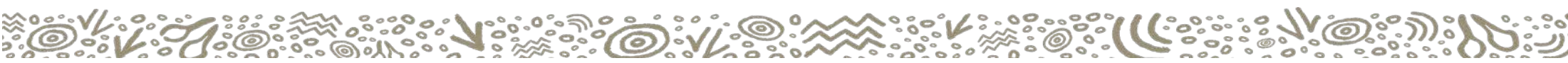
P7.1.2.3.2	<p>Improve visitor signage and promote online booking system procedures for tennis hire.</p> <p><b>Responsible Officer:</b> <i>Manager Community &amp; Recreation Services</i></p>	 50%	<p>Tennis hire over the first half of 2016/17 has been strong with both casual and permanent hirers. Whilst there has been some difficulties with the online booking system (particularly tennis coach bookings), bookings staff have managed the system very well despite some technical shortcomings. Social tennis remains strong and signage improvements will need to be monitored in 2017. Tennis bookings are currently above budget forecast.</p>
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### **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>	 50%	<p>During the reporting period Council staff have worked with Gordon Golf Club and Elite Golf NSW to ensure the delivery of quality of golf services at Gordon and North Turrumurra Recreation Area. An interim professional contract has been issued at Gordon Golf Course and staff have been working with the club and Elite Golf to continue the delivery of professional services for members and the public. Player numbers continue to grow at NTRA with monthly round growth steadily improving and construction has commenced on the toilet amenities and golf cart pavilions at NTRA.</p>

### **Operational Plan Tasks**

Code	Description	Progress	Comments
P7.1.2.4.1	<p>Continue to report on golf trends, sales and rounds utilising current data.</p> <p><b>Responsible Officer:</b> <i>Manager Community &amp; Recreation Services</i></p>	 50%	<p>From 1 November 2016, a professional services contract with a new operator was implemented at Gordon Golf Course. To date, the contract has been managed well, with rounds data being reported on a weekly basis. This will continue to be monitored during 2017. Income remains within budget forecast for the period ending December 2016.</p> <p>At North Turrumurra Golf Course player numbers continue to grow strongly. The new toilet amenities and golf cart pavilions will provide improved services to the golf public. Monthly data sheets obtained and yearly business plan has been received from golf professional. These statistics will continue to be monitored during 2017.</p> <p>Income is slightly behind budget forecast for the period ending December 2016; however this is expected to change in the first quarter of 2017.</p>
P7.1.2.4.2	<p>Market the new North Turrumurra course to existing and potential customers with the course professional.</p> <p><b>Responsible Officer:</b> <i>Manager Community &amp; Recreation</i></p>	 50%	<p>The marketing of the North Turrumurra Course continues to remain strong. Council has actively displayed large banners at sites throughout the LGA and the Council website updated. Numbers of golfers has increased significantly, placing pressure on the existing car park facilities. Since growth has been exceptionally strong following heavy promotions in early 2016, promotion</p>




	Services		during the first half of 2016/17 has been mainly initiated by the golf professional in securing improved bookings. Council promotion banners will continue to be displayed throughout 2017. Continuous monitoring will be extended for the remaining of this financial year.
P7.1.2.4.3	Respond to public and player expectations in providing a quality golfing experience that matches Council's financial targets.  <b>Responsible Officer:</b> <i>Manager Community &amp; Recreation Services</i>	 50%	The challenge is ongoing to provide a satisfying golf experience to golfers at Council's 2 golf courses at Gordon and North Turramurra.  During the first half of the 2016/17 financial year Council has maintained close communication with Gordon Golf Club and Elite Golf NSW, to ensure that the delivery of golf services is the best possible for the playing public. This includes both adequate staffing, repairs to facilities, cleaning and course maintenance quality.  The construction of 2 new sportsfields adjacent to North Turramurra Golf Course has provided new vitality to the site. It is expected that golf player numbers will continue to grow from exposure from the sportsfield public nearby ensuring that budget revenues are obtained well into 2017.

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



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

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

**Critical Action**


Code	Description	Progress	Comments
P8.1.1.1	Development Contributions Plans are updated and implemented.  <b>Responsible Officer:</b> <i>Director Strategy &amp; Environment</i>	 50%	Council's Development Contributions planning system is continually being reviewed in light of potential state government policy and legislation reforms.

## Operational Plan Tasks


Code	Description	Progress	Comments
P8.1.1.1.1	<p>Instigate a review of the Contributions Plan when appropriate.</p> <p><b>Responsible Officer:</b> <i>Manager Urban Planning</i></p>	 50%	<p>The status of the Contributions Plans is monitored constantly. A review of the Ku-ring-gai Contributions Plan 2010 has commenced scoping including the identification of essential supporting studies and strategies but cannot practically commence until the 2016 census data is released in mid 2017 given the significant amount of development and population growth in Ku-ring-gai in recent years.</p> <p>A 'housekeeping' review of Ku-ring-gai s94A Contributions Plan 2015 will be carried out early in 2017 following the first 9 months of operation and to cross-reference only current s94E Directions.</p>
P8.1.1.1.2	<p>Manage current contributions system, receipting and indexation.</p> <p><b>Responsible Officer:</b> <i>Manager Urban Planning</i></p>	 50%	<p>Inflation of unpaid contributions and new outgoing consents is updated every quarter following the release of the second of the two indices used for inflation in Ku-ring-gai. Land acquisition is updated by the Established House Price Index, now published as part of the Residential Property Price Index and works are inflated by the Consumer Price Index. The latest release took place on Tuesday 13 December 2016 and the update went live overnight.</p>

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


## Critical Action

Code	Description	Progress	Comments
P8.1.2.1	<p>Asset Management Plans are in place for all asset classes and identify community expectations and defined service levels.</p> <p><b>Responsible Officer:</b> <i>Director Operations</i></p>	 50%	<p>Council has a complete suite of Asset Management Plans for all infrastructure assets. A review of these Asset Management Plans (AMP) is being carried out as part of our continuous improvement plan with the final draft of the Roads &amp; Transport AMP completed in December 2016. Further work is nearing completion on our building asset information and componentisation which is 95% complete. Once finalised this information will be entered into Council's corporate asset management system (EAM). The EAM Scoping Study was completed for buildings and stormwater drainage. Drainage will be implemented by June 2017.</p>


## Operational Plan Tasks

Code	Description	Progress	Comments
P8.1.2.1.1	<p>Implement Asset Management Plans to document maintenance, renewal and upgrade requirements in line with Service Level Agreements.</p> <p><b>Responsible Officer:</b> Director Operations</p>	 50%	<p>Building componentisation is 95% completed and entered into the NAMS database. Recent new assets, the Ku-ring-gai Fitness and Aquatic Centre and the Operations Depot, will engage contractors to componentise. An EAM Scoping Study has been undertaken for buildings and drainage to implement into TechOne W&amp;A. The Asset Management Working Group decided to progress with Drainage and defer Buildings. The Scoping Document and Project Plan for the Stormwater Drainage Asset class were progressed.</p>




## Critical Action

Code	Description	Progress	Comments
P8.1.2.2	<p>Council's capital works and operational programs are delivered.</p> <p><b>Responsible Officer:</b> Director Operations</p>	 50%	<p>Capital Works are progressing well in all areas. The roads reconstruction program remains ahead of schedule and is due for completion in May 2017. The footpath program is well under way and due for completion by the end of the financial year. Drainage capital works for Oliver Road are currently being re-designed following an unsuccessful tender process, and the proposed drainage upgrade at Vale has been deferred with the budget allocated to complete works in Cassandra Ave.</p> <p>The Parks development program is progressing well with Caroola Road Park now complete and Cameron Park nearing completion. The sportsfield program is on target with Koola Park Stage 3 and Stage 4a now complete, Howson Oval upgrade is complete. The NTRA synthetic field is also complete and being utilised with the amenity block well underway.</p> <p>Car parks are under ongoing assessment, with upgrades targeted on pavement and line marking improvements.</p>

## Operational Plan Tasks

Code	Description	Progress	Comments
P8.1.2.2.1	<p>Deliver annual capital works program on time and within budget.</p> <p><b>Responsible Officer:</b> Director Operations</p>	 50%	<p>Capital Works are progressing well in all areas. The roads reconstruction program remains ahead of schedule and is due for completion in May 2017. The footpath program is well under way and due for completion by the end of the Financial year. Drainage capital works for Oliver Road are currently being re-designed following an unsuccessful tender process. The Parks development program is progressing well with Caroola Road Park now complete and Cameron Park nearing completion. The sportsfield program is on target with</p>



			Koola Park Stage 3 and Stage 4a now complete, Howson Oval upgrade is complete and the NTRA synthetic field complete and being utilised.
P8.1.2.2.2	<p>Prepare draft capital works and renewal programs for Council's footpaths, roads, drains, bridges and carparks for inclusion in the Delivery Program.</p> <p><b>Responsible Officer:</b> Director Operations</p>	 50%	<p>In December 2016, a draft Capital and renewal program for the 2017/18 FY for Council footpaths, roads, drainage, bridges and car park was prepared for consideration by the Council for inclusion into the delivery program.</p> <p>Capital works under the 2016/17 program is progressing well for roads, footpaths and bridges as per the program. The proposed drainage upgrade at Vale Street has been deferred with budget allocated to carried over works in Cassandra and Oliver Road. Car parks are under ongoing assessment, with upgrades targeted on pavement and line marking improvements.</p>
P8.1.2.2.3	<p>Complete Road and Footpath Capital Works Programs on time and on budget.</p> <p><b>Responsible Officer:</b> Director Operations</p>	 50%	<p>Of the 184 Road Segments programmed, 92 are either commenced or completed. Footpath works are progressing moderately, with construction completed at Munderah and Lofberg, the design well advanced for Westbrook and Warrimoo Avenues, and progressing for Montieth which has some complications. Bank stability works are in final stages at Findlay Road.</p>
P8.1.2.2.4	<p>Complete Drainage Capital Works Program on time and on budget.</p> <p><b>Responsible Officer:</b> Director Operations</p>	 50%	<p>The Drainage Program progress is moderate, but satisfactory given the resources shortage. Programmed work at Vale Street is to proceed to investigation only, as the remainder of the budget to be utilised for priority works at Cassandra Avenue which is fully designed and quotes now received. Design for Canarvon Ave, completed, and quotes process commenced. Pipe replacement at Findlay Road has not commenced yet due to resource shortage. Staff are progressing major drainage works at Babbage Road.</p>


## Theme: Access, Traffic and Transport

**Issue:** Integrated and Accessible Transport


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





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

### Critical Action

Code	Description	Progress	Comments
T1.1.1.1	<p>An improvement plan is being implemented for bus stops, bus shelters, bikeways and footpath networks having regard for the access, health and recreational needs of the community.</p> <p><b>Responsible Officer:</b> Director Operations</p>	 43%	<p>During the reporting period Council staff continued to consult with Transport for NSW on key projects within the local centres and broader local government area to improve public transport access and connections. The upgrade of identified bus stops, in accordance with the Disability Discrimination Act, has been delayed due to other high priority capital works.</p> <p><b>Reason</b></p> <p>The upgrade of identified bus stops, in accordance with the Disability Discrimination Act, has been delayed due to resources for design and project management being allocated to other high priority capital works and 70% of funds allocated to bus stop upgrades being used/allocated to the Babbage Road, Roseville Chase bus stop upgrade.</p> <p><b>Remedial Action</b></p> <p>Resources are to be allocated to bus stop upgrade designs once the high priority capital works have been completed. Additional funding will also be sought to complete the upgrades.</p>

### Operational Plan Tasks


Code	Description	Progress	Comments
T1.1.1.1.1	<p>Work with Transport for NSW to co-ordinate and implement connections and upgrades to railway stations.</p> <p><b>Responsible Officer:</b> Manager Traffic &amp; Transport</p>	 50%	<p>Council staff continued to consult with Transport for NSW on key projects during the 6 months to December 2016 to improve public transport access and connections. Following enquiries from residents regarding the potential provision of lift access at Killara Station, Transport for NSW was contacted to check if any upgrades are imminent. Transport for NSW advised that Killara Station was not in the current list of projects to be delivered under the Transport Access Program, but indicated it may be a short to medium term priority, and the provision of an accessibility upgrade at Killara Station will continue to be considered as part of the Transport Access Program's ongoing prioritisation process.</p>

T1.1.1.1.2	<p>Ensure consistency between Council policies and the Integrated Transport Strategy.</p> <p><b>Responsible Officer:</b> <i>Manager Urban Planning</i></p>	 50%	<p>Work has begun on the development of a Car Share Vehicle Policy, in collaboration with staff from Sustainability, Traffic Operations and Development and Regulation. As work on the policy progresses, there will be checks to ensure its consistency with the Integrated Transport Strategy.</p>
T1.1.1.1.3	<p>Progressively implement the Pedestrian Access and Mobility Plan (PAMP) recommendations.</p> <p><b>Responsible Officer:</b> <i>Manager Traffic &amp; Transport</i></p>	 50%	<p>Following the Councillor workshop/briefing on the Pedestrian Access and Mobility Plan in the previous reporting period, the feedback from the briefing is being reviewed before reporting the draft PAMP back to Council.</p>
T1.1.1.1.4	<p>Continue to implement the Bike Plan.</p> <p><b>Responsible Officer:</b> <i>Manager Traffic &amp; Transport</i></p>	 50%	<p>The implementation of the Roseville 1 Route (Roseville - Roseville Chase) will occur this financial year, with a portion of the project adjacent to Babbage Road being implemented as part of the suite of works around the Roseville Chase Community Centre. In addition, the following routes in the Bike Plan were nominated for funding in the 2017/2018 Active Transport Program (Transport for NSW/RMS):</p> <ul style="list-style-type: none"> <li>- Lindfield Avenue (Havilah Road - Russell Avenue): separated 2- way pair on eastern side, as part of the Lindfield Village Green Project</li> <li>- Kochia Lane (Lindfield Avenue - Milray Street): shared user path, as part of the Lindfield Village Green Project</li> <li>- Killeaton Street (Warrimoo Avenue - Benaroon Avenue): separated 2 way pair on the northern side.</li> </ul>
T1.1.1.1.5	<p>Progressively upgrade bus stops in accordance with the Disability Discrimination Act requirements and 5 year program (to allocated budget).</p> <p><b>Responsible Officer:</b> <i>Manager Engineering Operations</i></p>	 15%	<p>The design for upgrading the bus stop/shelter in Babbage Road, Roseville Chase has been completed and the new facility will be ready for use by the end of March 2017. The upgrade of other identified bus stops, in accordance with the Disability Discrimination Act, has been delayed. This is due to design and project management resources being allocated to other high priority capital works and 70% of funds allocated to bus stops upgrade required for the Babbage Road bus stop upgrade. This has limited consideration of bus stop upgrades to those heavily used or ones that fall within the current footpath construction program.</p> <p><b>Reason</b></p> <p>Upgraded bus stops are being designed as resourcing allows and is largely dependent on requirements of larger projects nearing completion.</p> <p><b>Remedial Action</b></p> <p>Resources are to be allocated to bus stop upgrade designs once the high priority capital works have been completed. Additional funding will also be sought to complete the upgrades.</p>




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

**Critical Action**


Code	Description	Progress	Comments
T1.1.2.1	Implement appropriate recommendations from the Ku-ring-gai Integrated Transport Strategy.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 50%	Detailed design work has been completed for the Lindfield Village Green site, Lindfield and Cameron Park, Turramurra to provide new cycling facilities.

**Operational Plan Tasks**



Code	Description	Progress	Comments
T1.1.2.1.1	Incorporate the provision of bicycle facilities in key locations such as local centre hubs and new open space  <i>Responsible Officer: Manager Urban Planning</i>	 50%	Detailed design work has been completed for the Lindfield Village Green site, and bicycle parking (both at-grade and potentially below ground) have been considered and factored into the design work, supporting and complementing the proposed shared user path in Kochia Lane (linking Lindfield Avenue and Milray Street).  As part of the Cameron Park upgrade at Turramurra, the bicycle rails on the Gilroy Road frontage/forecourt were recently installed, as well as a bicycle rack within the park itself.

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

**Critical Action**


Code	Description	Progress	Comments
T1.1.3.1	Liaise with State agencies to provide improved commuter parking and bus interchanges.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 50%	Council is continuing to liaise with Transport for NSW to secure further additional commuter parking, associated infrastructure and bus interchange upgrades at the key local centres of Gordon, Lindfield and Turramurra, as part of the Activate Ku-ring-gai local centres program.

## Operational Plan Tasks

Code	Description	Progress	Comments
T1.1.3.1.1	<p>Continue to lobby Transport for NSW in the provision of additional commuter car parking at priority rail stations, including Turrumurra and other centres.</p> <p><b>Responsible Officer:</b> <i>Manager Urban Planning</i></p>	 50%	<p>Council is continuing to liaise with Transport for NSW to secure further additional commuter parking, associated infrastructure and bus interchange upgrades at the key local centres of Gordon, Lindfield and Turrumurra, as part of the Activate Ku-ring-gai local centres program.</p>
T1.1.3.1.2	<p>Advocate with Transport for NSW and bus providers to target improvements to the Mona Vale - Macquarie Park route as per the "Sydney's Bus Future 2013".</p> <p><b>Responsible Officer:</b> <i>Manager Urban Planning</i></p>	 50%	<p>In June 2016, the NSW Government announced a new fleet of double-decker buses with new public transport routes, and included improvements to bus services to Macquarie Park. Specifically, this relates to enhanced services on the 197 route (Mona Vale to Macquarie Park via Terrey Hills and Gordon), operated by Forest Coach Lines, as well as the 270-274 routes (Frenchs Forest district to the City, via Babbage Road Roseville), also operated by Forest Coach Lines.</p> <p>Forest Coach Lines has worked with Transport for NSW during the reporting period regarding the proposed alterations/enhancement to the services, and advised of the following additional services which will be operating in 2017:</p> <ul style="list-style-type: none"> <li>- 197 route (Mona Vale to Macquarie Park via Terrey Hills and Gordon): 3 additional services, starting between 6pm and 8pm</li> <li>- 197 route (Macquarie Park to Mona Vale, via Gordon and Terrey Hills): 5 additional services, starting between 6pm and 10pm</li> </ul> <p>(The proposed implementation of Clearways by RMS along Mona Vale Road through St Ives may also improve the reliability of bus services in that area)</p> <ul style="list-style-type: none"> <li>- 270-274 routes (Frenchs Forest district to the City, via Babbage Road Roseville): 3 additional services, starting between 6am and 10am,</li> <li>- 270-274 routes (City to Frenchs Forest district, via Babbage Road Roseville): 4 additional services, starting between 3pm and 7pm.</li> </ul>

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


### Critical Action

Code	Description	Progress	Comments
T1.1.4.1	<p>Information and education programs focus on alternatives to private car use.</p> <p><b>Responsible Officer:</b> <i>Director Strategy &amp; Environment</i></p>	 50%	<p>A consultant was engaged to develop an interactive Transport Access Guide for specific schools, to encourage alternative modes of transport. During this project, Council's Road Safety Officer provided her assistance in liaising with schools/Council in obtaining schools' approval for participating in the project, collating information from schools and providing them to graphic designers and</p>



			supplying images/text to be included in the brochure. The progress of this project is only in its early stage and it requires significant amount of works to be done to develop an electronic version of maps to each schools showing alternate modes of transport.
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**Operational Plan Tasks**


Code	Description	Progress	Comments
T1.1.4.1.1	<p>Education programs are developed for schools and workplaces to encourage alternative modes of transport.</p> <p><b>Responsible Officer:</b> <i>Manager Urban Planning</i></p>	 50%	<p>During the reporting period, a consultant was engaged to develop an interactive Transport Access Guide for specific schools, to encourage alternative modes of transport. This is a collaborative effort by staff in Urban Planning, Sustainability and Traffic Operations (Road Safety). The development of the guide during the last 6 months has focused primarily on mapping walking distances to schools in 5/10/15 minute walking contours, to highlight the extent of walkable catchments around schools. Also shown on the map are other transport/travel features, such as pedestrian crossing facilities, bus routes/stops and cycle routes, which can all be switched on/off as desired (on the electronic version of the map). Hard copy versions of the map are nearly complete, with an electronic version under development.</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:** Road network safety and efficiency are improved and traffic congestion is reduced.

**Critical Action**

Code	Description	Progress	Comments
T2.1.1.1	<p>Implement road network improvements based on 10 year Traffic and Transport Plan.</p> <p><b>Responsible Officer:</b> <i>Director Operations</i></p>	 46%	<p>Implementation of the road network improvements is continuing consistent with the Traffic and Transport Plan. A planned review of the 10 Year Traffic and Transport Plan has been delayed until the third quarter due to staff resource limitations.</p>


**Operational Plan Tasks**

Code	Description	Progress	Comments
T2.1.1.1.1	Implement the 10 year Traffic and Transport Program.		An update of the plan commenced with regular meetings organised between Operations and Strategic Traffic Engineers to progress.





	<b>Responsible Officer:</b> Director Operations	50%	
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**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>	 25%	<p>Regulation of parking has proceeded in accordance with the management plan. During the second quarter over 3500 penalty infringement notices were issued, to the value of \$587000. Notwithstanding, the overall program is behind schedule due to the Roseville Town Centre Parking study not progressing as a result of competing demands .</p> <p><b>Reason</b></p> <p>It is proposed that the Roseville Town Centre Parking Study will not be pursued this financial year, with the focus concentrated on Lindfield parking for the remainder of the year.</p> <p><b>Remedial Action</b></p> <p>Council's Traffic Management Engineer will report separately on the new study area.</p>

**Operational Plan Tasks**


Code	Description	Progress	Comments
T2.1.1.2.1	<p>Review Parking in Roseville Town Centre.</p> <p><b>Responsible Officer:</b> Director Operations</p>	 0%	<p>There has been no progress on the review of parking in Roseville Town Centre.</p> <p><b>Reason</b></p> <p>Due to competing workloads and involvement in several Road Safety Audit projects, the review was not commenced in the second quarter.</p> <p><b>Remedial Action</b></p> <p>Given the progress of the Lindfield Town Centre project, it is proposed to focus available resources on the Parking Management Plan for this project during the third and fourth quarter periods and reschedule the review of parking in Roseville Town Centre where there is less current planning activity.</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>	 50%	<p>Parking regulation is managed within town centres by a core group of four Officers, with assistance from up to five others in outer areas. In the reporting period 3503 penalty notices were issued to the value of \$587,000.</p>

**Issue:** Regional Transport Network


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

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


**Critical Action**

Code	Description	Progress	Comments
T3.1.1.1	Collaborate with regional partners to pursue a Northern Beaches transit link.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 50%	Regional transport links will be progressed as part of the Sydney North District Plan, which was released for exhibition by the Greater Sydney Commission in November 2016. Feedback to the Sydney North District Plan is expected to be submitted in the first quarter of 2017. This will include the Rapid Bus Routes, Pinch Point Program and major road upgrades that will feed into the TFNSW Future Transport Strategy.


**Operational Plan Tasks**

Code	Description	Progress	Comments
T3.1.1.1.1	Participate in Northern Sydney Regional Organisation of Councils (NSROC) programs and regional forums to advocate for and present Ku-ring-gai's policy objectives.  <i>Responsible Officer: Manager Urban Planning</i>	 50%	During the reporting period, there was no activity from NSROC regarding the BRT corridor from Dee Why to Chatswood. Most of the BRT activity is currently focused on the delivery of the "B-line" or Northern Beaches Rapid Transit, connecting Mona Vale with the City via Manly.  Further review and planning for regional transport links will be progressed as part of the Sydney North District Plan, which was released for exhibition by the Greater Sydney Commission in November 2016. Feedback to the Sydney North District Plan is expected to be submitted in the first quarter of 2017.


**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>	 50%	Since the planning stages in early July 2016, Council's traffic staff communicated with the NorthConnex Traffic Management Co-ordinator in assessing the TCP/TMP within the Ku-ring-gai Council area.

## Operational Plan Tasks

Code	Description	Progress	Comments
T3.1.1.2.1	<p>Monitor and report on progress of the NorthConnex link.</p> <p><b>Responsible Officer:</b> <i>Manager Engineering Operations</i></p>	 50%	<p>Since the planning stage in early July 2016, Council's traffic staff communicated with the NorthConnex Traffic Management Co-ordinator in assessing the TCP/TMP within Ku-ring-gai Council area. As most of the NorthConnex works are in the Hornsby Council area there have been only few interactions with NorthConnex representatives; however, any enquiries related to the NorthConnex Project were referred to NorthConnex's Stakeholder and Community Relations Department for their attention. The following activities have occurred during the last 6 months period in Ku-ring-gai area:</p> <ul style="list-style-type: none"> <li>- One of the four NorthConnex's work sites, Northern Compound work site, was established in Eastbourne Avenue, Wahroonga.</li> <li>- In September 2016, NorthConnex advised that tunnelling will take place under individual properties from its four main construction work sites between M1 and M2 motorways. In Ku-ring-gai area, the tunnelling took place from the work site at the Northern Compound.</li> </ul>


## Critical Action

Code	Description	Progress	Comments
T3.1.1.3	<p>Implement road network improvements identified in the Ku-ring-gai Contributions Plan 2010.</p> <p><b>Responsible Officer:</b> <i>Director Operations</i></p>	 50%	<p>Works in the Ku-ring-gai Contributions Plan (KCP) 2010 have been included in the 10 year Traffic and Transport Plan and the Long Term Financial Plan, along with indicative timings. These works are typically development or Council project driven and will depend on development occurring in the local centres. Progress on projects of note during the reporting period include:</p> <ul style="list-style-type: none"> <li>- Turramurra Local Centre transport planning. Transport analysis and assessment of the Turramurra Community Hub, incorporating the whole Turramurra Local Centre as the study area, was completed in August 2016 and incorporates the traffic and transport improvements identified in the KCP 2010. Following a briefing on 8 November 2016, the analysis was reported to Council on 6 December 2016 and was adopted. Next step is to submit the analysis and the proposed transport scheme to Roads and Maritime Services for concurrence, which is expected to occur in the first quarter of 2017</li> <li>- Gordon Local Centre transport planning. On 22 November 2016, Council resolved to re-commence the master planning process for the Cultural Hub in Gordon. It is expected that the transport analysis that was terminated last year will be re-activated to consider the impacts of a new/revised Master Plan for the site and surrounding sites. The design for the proposed roundabout at the intersection of Henry Street and the railway underpass road is effectively complete but awaiting for lighting designs to be finalised by Ausgrid before proceeding.</li> </ul> <p>A design consultant has been appointed to coordinate and progress the design</p>



			<p>of the Dumaresq St - Moree St road link, as there are a number of approved and pending development applications adjacent to the road that require pedestrian and/or vehicle access to the road link. A detailed design has been prepared and is under review by the surrounding development stakeholders.</p> <p>- Lindfield Local Centre. The detailed design for the Lindfield Village Green Project has been finalised and submitted as part of the Development Application, which was lodged late December 2016. The proposed traffic signals at the intersection of Lindfield Avenue and Tryon Road were integrated into the design. Furthermore, consideration is being given to design and implementation of the modifications to the intersection of Pacific Highway and Balfour Street/Havilah Road, and the new traffic signals at the intersection of Pacific Highway and Strickland Avenue. Also included as part of the design is a shared pedestrian/bicycle facility on Kochia Lane (between Milray Street and Lindfield Avenue) and potentially a separated 2-way cycleway on Lindfield Avenue (between Havilah Road and Russell Avenue).</p>
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**Operational Plan Tasks**


Code	Description	Progress	Comments
T3.1.1.3.1	<p>Plan for works in response to development in local centres.</p> <p><b>Responsible Officer:</b> <i>Manager Urban Planning</i></p>	<p> 50%</p>	<p>Works in the Ku-ring-gai Contributions Plan 2010 have been included in the 10 year Traffic and Transport Plan and the Long Term Financial Plan, along with indicative timings. These works are typically development or Council project driven and will depend on development occurring in the local centres. Progress on projects of note during the reporting period include:</p> <p>- Turramurra Local Centre transport planning</p> <p>Transport analysis and assessment of the Turramurra Community Hub, incorporating the whole Turramurra Local Centre as the study area, was completed in August 2016. This incorporates the traffic and transport improvements identified in the Ku-ring-gai Contributions Plan 2010, as well as other improvements and refinements to increase transport accessibility and circulation. The analysis was initially reported to Council on 6 September 2016 but was deferred for a further briefing to deal with the concerns of Councillors. Following the briefing held on 8 November 2016, the analysis was reported back to Council and adopted on 6 December 2016. The next step is to submit the analysis and the proposed transport scheme to Roads and Maritime Services for concurrence, which is expected to occur in the first quarter of 2017</p> <p>- Gordon Local Centre transport planning</p> <p>On 22 November 2016, Council resolved to re-commence the master planning process for the Cultural Hub in Gordon. As a result, it is expected that the transport analysis that was terminated last year will be re-activated to consider the impacts of a new/revised Master Plan for the site and surrounding sites. The design for the proposed roundabout at the intersection of Henry Street and the railway underpass road is effectively complete but waiting for lighting</p>



		<p>designs to be finalised by Ausgrid before proceeding. A design consultant has been appointed to coordinate and progress the design of the Dumaresq St - Moree St road link, as there are a number of approved and pending development applications adjacent to the road that require pedestrian and/or vehicle access to the road link. A detailed design has been prepared and is under review by the surrounding development stakeholders.</p> <p>- Lindfield Local Centre</p> <p>The detailed design for the Lindfield Village Green Project has been finalised and submitted as part of the Development Application, which was lodged late December 2016. The proposed traffic signals at the intersection of Lindfield Avenue and Tryon Road were integrated into the design. Furthermore, consideration is being given to design and implementation of the modifications to the intersection of Pacific Highway and Balfour Street/Havilah Road, and the new traffic signals at the intersection of Pacific Highway and Strickland Avenue. Also included as part of the design, is a shared pedestrian/bicycle facility on Kochia Lane (between Milray Street and Lindfield Avenue) and potentially a separated 2-way cycleway on Lindfield Avenue (between Havilah Road and Russell Avenue).</p>
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**Term Achievement:** Council engages with the State Government to upgrade regional roads and reduce congestion in the local road network.

**Critical Action**


Code	Description	Progress	Comments
T3.1.2.1	<p>A program of prioritised works has been developed and is being implemented in partnership with State government to improve the efficiency of major roads.</p> <p><b>Responsible Officer:</b> Director Operations</p>	<p> 50%</p>	<p>There are a number of major projects in Council's development Contributions Plan and Long Term Financial Plan that involve improvements to major roads. Recent major projects include:</p> <ul style="list-style-type: none"> <li>- Lindfield Community Hub and Lindfield Village Green - improvements to Pacific Highway and nearby local roads in Lindfield are being incorporated in the respective scopes.</li> <li>- Turramurra Community Hub - improvements to Pacific Highway and nearby local roads in Turramurra are being incorporated in the project scope.</li> <li>- Gordon Cultural and Civic Hub - improvements to Pacific Highway and nearby local roads in Gordon will be considered in the project scope.</li> <li>- Lady Game Drive - Council received 100% funding (\$1.364 million) from Roads and Maritime Services (RMS) for improvements to a section between Blackbutt Creek and De Burgh Road, and this project is progressing well with the time frame to complete it by end of this financial year. RMS have recently approved in principle the variation to this project.</li> </ul> <p>During July 2016, Council submitted two proposals for funding in the</p>





			<p>2017/2018 Australia Black Spot and NSW Safer Roads program. The projects were:</p> <ul style="list-style-type: none"> <li>- Project 1 - Lady Game Drive/Moore Street/Highfield Road intersection (Lindfield) - construction of new 2 lane roundabout</li> <li>- Project 2 - Burns Road/Clissold Road intersection (Wahroonga) - road safety upgrades as recommended in Road Safety Audit.</li> </ul> <p>These two projects were unsuccessful in receiving funds because Project 1 became ineligible due to BCR value less than 2 and Project 2 needed to be implemented urgently. Council completed the resurfacing of Burns Road near Clissold Road during 2nd quarter of 2016/2017.</p>
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### Operational Plan Tasks

Code	Description	Progress	Comments
T3.1.2.1.1	<p>Pursue funding opportunities with Roads and Maritime Services (RMS) for improvement works on regional roads and at blackspot locations.</p> <p><b>Responsible Officer:</b> <i>Manager Urban Planning</i></p>	<p> 50%</p>	<p>On 29 July 2016, two proposals were submitted for funding in the 2017/2018 Australian Government Black Spot and NSW Safer Roads Program. The projects were:</p> <ul style="list-style-type: none"> <li>- Lady Game Drive/Moore Street/Highfield Road intersection (Lindfield) - construction of a new 2 lane roundabout</li> <li>- Burns Road/Clissold Road intersection (Wahroonga) - road safety upgrades as recommended in the Road Safety Audit.</li> </ul> <p>The RMS has reviewed the nominations submitted by Council, and on 28 August 2016 responded to Council advising that the Lady Game Drive project used an incorrect treatment. The RMS recommended treatment resulted in a BCR less than 2.0, which makes the project ineligible. The project at Burns Road/Clissold Road was withdrawn, as this project needed to be implemented as soon as possible, and the timeframe for funding (i.e. 2017/2018 - next financial year) would be too extended. Designs for the upgrades are expected to be implemented this financial year, and the resurfacing of this location by Council was undertaken in the last quarter of 2016.</p>


## Theme: Local Economy and Employment

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


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

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


### Critical Action

Code	Description	Progress	Comments
E1.1.1.1	<p>Research opportunities to strengthen and attract business to Ku-ring-gai.</p> <p><i>Responsible Officer: Director Community</i></p>	 50%	Council maintains continuing dialogue with local business groups and bodies, actively involving them in events and projects where appropriate. Through these strengthened relationships Council is seeking to define more specific business engagement and economic development projects in the short to medium term.


### Operational Plan Tasks

Code	Description	Progress	Comments
E1.1.1.1.1	<p>Continue to identify opportunities to promote and strengthen local economy and employment growth in liaison with the Office of the NSW Small Business Commissioner, NSW Business Chamber, local Chambers of Commerce and surrounding councils.</p> <p><i>Responsible Officer: Manager Corporate Communications</i></p>	 50%	Council has a continuing dialogue with local business groups and bodies, actively involving them in events and projects where appropriate. Through these strengthened relationships Council is seeking to define more specific business engagement and economic development projects in the short to medium term. In particular it is hoped that Council's relationship with CSIRO Lindfield will result in a partnership to encourage local entrepreneurship and innovation to maintain and grow local jobs and services.


### Critical Action

Code	Description	Progress	Comments
E1.1.1.2	<p>Develop a strategic program in collaboration with economic partners, to promote Ku-ring-gai as a place to invest in business and employment generating activities.</p> <p><i>Responsible Officer: Director Community</i></p>	 50%	Council continued to collaborate with economic partners, to promote Ku-ring-gai as a place to invest in business and employment generating activities. This included programs with the Office of the NSW Small Business Commissioner, NSW Business Chamber, local Chambers of Commerce and surrounding councils.


## Operational Plan Tasks

Code	Description	Progress	Comments
E1.1.1.2.1	<p>Continue to engage local businesses in revitalisation projects in Lindfield and Turramurra Local Centres to ensure business/economic and employment needs inform decision-making.</p> <p><b>Responsible Officer:</b> <i>Manager Corporate Communications</i></p>	 50%	<p>Council regularly communicates with communities in Lindfield and Turramurra, including the business community to ensure the projects in those centres work to enhance and not negatively impact business performance. During the reporting period this has involved face-to-face meetings with Lindfield businesses and building owners to outline plans for the Lindfield Village Green and to hear business feedback on the final concept plans. Council staff also attended a face to face coffee session in Lindfield to meet with local business to discuss the projects, answer questions and capture feedback. Council regularly communicates via its business community about its project work via the monthly Ku-ring-gai Business Connections E-newsletter.</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>	 50%	<p>Council maintains ongoing dialogue and targeted communications where appropriate to promote Ku-ring-gai business opportunities and activities. This is done via the Ku-ring-gai Business Connections E-news as well as targeted email and social media communications.</p>

## Operational Plan Tasks



Code	Description	Progress	Comments
E1.1.1.3.1	<p>Continue targeted engagement of business groups and bodies actively promoting Ku-ring-gai business opportunities and activities as well as providing access to relevant local and regional information that may assist local businesses.</p> <p><b>Responsible Officer:</b> <i>Manager Corporate Communications</i></p>	 50%	<p>Council's Community and Business Engagement Coordinator maintain ongoing dialogue and targeted communications where appropriate to promote Ku-ring-gai business opportunities and activities. This is done via the Ku-ring-gai Business Connections E-news as well as targeted email and social media communications.</p>

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


**Critical Action**

Code	Description	Progress	Comments
E1.1.2.1	Engage businesses in the centres to provide input into improvement plans.  <i>Responsible Officer: Director Community</i>	 50%	Council regularly communicates with local business chambers and business groups to keep them informed about local centre upgrades via face-to-face meetings and written correspondence.


**Operational Plan Tasks**

Code	Description	Progress	Comments
E1.1.2.1.1	Ensure relevant Business Chambers and local businesses are aware and able to contribute to the local centre upgrade programs.  <i>Responsible Officer: Manager Corporate Communications</i>	 50%	Council regularly communicates with local business chambers, and business groups to keep them informed about local centre upgrades via face to face meetings and written correspondence.
E1.1.2.1.2	Actively engage with businesses in local centres to ensure their needs are accommodated in local centre upgrades.  <i>Responsible Officer: Manager Corporate Communications</i>	 50%	During the reporting period engagement involved face-to-face meetings with Lindfield businesses and building owners to outline plans for the Lindfield Village Green and to hear business feedback on the final concept plans. Council staff also attended a face to face coffee session in Lindfield to meet with local business to discuss the projects, answer questions and capture feedback. Council regularly communicates via its business community about its project work via the monthly Ku-ring-gai Business Connections E-newsletter.

**Critical Action**

Code	Description	Progress	Comments
E1.1.2.2	Pursue opportunities for events at local places and spaces to strengthen the local economy.  <i>Responsible Officer: Director Community</i>	 50%	Ku-ring-gai Council continues to support local events including the St Ives Food and Wine Festival, Wahroonga Food and Wine Festival, Ku-ring-gai Chase Fun Run Event, Bobbin Head Cycle Classic and Carols in the Park. Ku-ring-gai Council also supports local organisations including the Ku-ring-gai Philharmonic Orchestra, In addition the Small Business Roundtable events have been held in local business' premises resulting in a raised profile within the local business community.

## Operational Plan Tasks


Code	Description	Progress	Comments
E1.1.2.2.1	<p>Facilitate existing and new events by business and community organisations through guidelines, sponsorship and other mechanisms.</p> <p><b>Responsible Officer:</b> <i>Manager Corporate Communications</i></p>	 50%	<p>During the period a new round of sponsorship funding was planned and will be released to the Ku-ring-gai Community in early 2017. In particular this will provide opportunities for local businesses and organisations to commemorate the centenary of World War One and, in particular, our local soldiers and nurses.</p> <p>Ku-ring-gai Council continues to support local events including the St Ives Food and Wine Festival, Wahroonga Food and Wine Festival, Ku-ring-gai Chase Event, Bobbin Head Cycle Classic and Carols in the Park. Ku-ring-gai Council also supports local organisations including the Ku-ring-gai Philharmonic Orchestra.</p>

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


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


**Term Achievement:** Ku-ring-gai's business community, government agencies and regional partners are working in an effective and integrated way to strengthen and develop Ku-ring-gai's local economic base.

## Critical Action


Code	Description	Progress	Comments
E2.1.1.1	<p>Work with economic partners to develop common strategic economic employment objectives for Ku-ring-gai.</p> <p><b>Responsible Officer:</b> <i>Director Community</i></p>	 50%	<p>Council maintains ongoing communications with local and state Chambers of Commerce and other state agencies. Council delivers regular business events (3 events in the period) and is currently planning for the next business forum scheduled for March 2017.</p>

## Operational Plan Tasks


Code	Description	Progress	Comments
E2.1.1.1.1	<p>Continue to engage with local Chambers of Commerce and the business community, including holding business forums and small business discussion sessions, to identify and implement economic development priorities and actions, discuss relevant issues and pro</p> <p><b>Responsible Officer:</b> <i>Manager Corporate Communications</i></p>	 50%	<p>Council's Community and Business Engagement Coordinator maintain ongoing communications with local Chambers of Commerce. Council delivers regular business events (3 events in the reporting period) and is currently planning for the next business forum scheduled for March 2016.</p>

E2.1.1.1.2	Create and deliver e-newsletters to local business subscribers about issues of interest to the local business community.  <i>Responsible Officer: Manager Corporate Communications</i>	 50%	Council continues to distribute its monthly Ku-ring-gai Business Connections E-newsletter. During the reporting period Council has been actively encouraging new subscribers to the e-newsletter.
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### Critical Action

Code	Description	Progress	Comments
E2.1.1.2	Participate in and initiate regional programs that will broaden economic employment opportunities for Ku-ring-gai residents.  <i>Responsible Officer: Director Community</i>	 50%	Council maintains ongoing dialogue with local and regional business stakeholders to ensure Ku-ring-gai Council is aware and able to take advantage of opportunities available. This also ensures that these stakeholders understand Council's business related activities. Council staff also are in regular contact with EDA NSW and attend events as appropriate.

### Operational Plan Tasks


Code	Description	Progress	Comments
E2.1.1.2.1	Actively engage with local and regional business stakeholders including Chambers of Commerce (Ku-ring-gai, Hornsby, Ryde, Warringah, Chatswood), NSW Business Chamber and Office of the NSW Small Business Commissioner, and Economic Development Australia's t  <i>Responsible Officer: Manager Corporate Communications</i>	 50%	Council's Community and Business Engagement Coordinator maintain ongoing dialogue with local and regional business stakeholders to ensure Ku-ring-gai Council is aware and able to take advantage of opportunities available. This also ensures that these stakeholders understand Council's business related activities. Council staff also are in regular contact with EDA NSW and attend events as appropriate.

**Issue:** Visitation opportunities



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

**Term Achievement:** Tourism business has been strengthened and expanded.

### Critical Action


Code	Description	Progress	Comments
E3.1.1.1	Work with partners to develop a tourism and visitation strategy for Ku-ring-gai.  <i>Responsible Officer: Director Community</i>	 50%	A tourism and visitation strategy is currently being developed by an independent consultant and stakeholder workshops are being held in December and January 2017. It is expected that a draft strategy will be completed in the first quarter of 2017.

## Operational Plan Tasks

Code	Description	Progress	Comments
E3.1.1.1.1	<p>Finalise and commence key actions identified in the tourism and visitation strategy for the Ku-ring-gai local government area.</p> <p><b>Responsible Officer:</b> <i>Manager Community &amp; Recreation Services</i></p>	 50%	<p>The process of appointing a consultant to deliver a report based on Tourism Strategy and a Destination Action Plan has been completed with Meredith Wray being appointed. One workshop has been held to date and two more are planned. These workshops include:</p> <ul style="list-style-type: none"> <li>- The St Ives Precinct attended by Council staff, Councillors and commercial users of the St Ives Precinct (the High Ropes, the Show Society, the Markets, and Karen Smith - Aboriginal Heritage Office, the Plant Society). This workshop also looked at Nature Based Tourism (flora, fauna and walks, Aboriginal Heritage)</li> <li>- Workshops 2 and 3 will include small business, sporting groups, cultural and heritage groups, recreation, retail, restaurants and community event organisers.</li> </ul>
E3.1.1.1.2	<p>Develop strategies and actions that support increasing overnight stays in Ku-ring-gai as identified in the NSW Visitor Economy Industry Action Plan and Ku-ring-gai Visitation Strategy.</p> <p><b>Responsible Officer:</b> <i>Manager Community &amp; Recreation Services</i></p>	 50%	<p>Anecdotal evidence indicates that the precinct events, particularly The St Ives Medieval Faire staged in September, led to an increase in overnight stays in Ku-ring-gai both in motel accommodation, over night stays with friends and relatives and camping at the Showground (performers and vendors but not general public). A consultant has been appointed to develop a Tourism Strategy and Destination Action Plan including. Recommendations relating to accommodation in Ku- ring-gai generally and specifically at The St Ives Precinct.</p>


**Term Achievement:** Ku-ring-gai is marketed as a provider of a range of visitor activities and experiences.

## Critical Action

Code	Description	Progress	Comments
E3.1.2.1	<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> <i>Director Community</i></p>	 50%	<p>Ku-ring-gai continued to develop a reputation for well run and interesting events. In the reporting period the very successful Medieval Faire, Colour Festival, Wildflower Garden Festival, Light of our Lives, Twilight Concert and the Wahroonga Food and Wine Festival were held, attracting the local community as well as visitors from outside the Council area.</p>



## Operational Plan Tasks

Code	Description	Progress	Comments
E3.1.2.1.1	<p>Undertake a marketing program annually that recognises, promotes and supports local activities, both new and existing.</p> <p><b>Responsible Officer:</b> Director Community</p>	 50%	Preparations were underway for the annual community grant scheme recognising and supporting a range of community driven events. Submissions will be sought in the next period. The Council continued to promote community events free of charge through its monthly e-news and website event calendar.




## Theme: Leadership and Governance

**Issue:** Leadership




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

**Term Achievement:** The aspirations, objectives and priorities of our community are reflected in the Ku-ring-gai Community Strategic Plan - 'Our Community Our Future 2030' and inform Council's policy development, decision-making and program delivery.

### Critical Action

Code	Description	Progress	Comments
L1.1.1.1	<p>Conduct a structured engagement program with the community around issues, challenges and opportunities affecting the achievement of agreed outcomes for Ku-ring-gai.</p> <p><i>Responsible Officer: Director Community</i></p>	 50%	A broad and structured program of engagement was carried out during the reporting period. This included consultation regarding local centre updates with particular regard to Lindfield and Turramurra, and recreational facilities.

### Operational Plan Tasks


Code	Description	Progress	Comments
L1.1.1.1.1	<p>Monitor and report on the outcomes of community engagement and consultation and identified policy related issues.</p> <p><i>Responsible Officer: Manager Corporate Communications</i></p>	 50%	Council staff actively report on outcomes of engagement where appropriate and have provided support for delivery of best practice community engagement.
L1.1.1.1.2	<p>Report on the progress of the adopted Community Strategic Plan 2030.</p> <p><i>Responsible Officer: Manager Integrated Planning Property &amp; Assets</i></p>	 50%	All required monitoring and reporting was completed for the Community Strategic Plan during the reporting period. This included an internal progress review of 2016/2017 Operational Plan tasks for the September Quarter as well as the September Quarter budget review, which was reported to Council's Meeting of 22 November 2016. Progress reporting on tasks and critical actions contained in Council's revised Delivery Program and Operational Plan is included in this December Bi-annual Review.
L1.1.1.1.3	<p>Council's planning and reporting is promoted to external stakeholders, including government agencies, organisations and the broader community.</p> <p><i>Responsible Officer: Manager Integrated Planning Property &amp;</i></p>	 50%	During the six month period Council's planning and reporting was promoted to external stakeholders and the broader community through media releases, E-newsletters, Facebook and other social media, online information and publication of Council's achievements and challenges for the preceeding year, through its Annual Report. Quarterly updates of Council's progress on major projects, works and priorities were also posted on Council's website. Copies of




	Assets		all adopted Integrated Planning and Reporting Plans were made available on Council's website with explanatory information. Hard copies of the documents are also available for the public to view at Council's customer service counter and libraries.
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**Term Achievement:** Council leads the community by advocating, influencing and participating in policy development to the benefit of the local area.

**Critical Action**

Code	Description	Progress	Comments
L1.1.2.1	<p>Council actively engages with stakeholders to inform the development of Council's strategies and plans as appropriate.</p> <p><b>Responsible Officer:</b> Director Strategy &amp; Environment</p>	 50%	<p>During the reporting period Council staff continued to respond to the NSW Government and its agencies on a range of local government reform areas including:</p> <ul style="list-style-type: none"> <li>- Liaison with representatives of the Greater Sydney Planning Commission regarding planning for the draft North District Plan of Sydney, which includes the Ku-ring-gai local government area.</li> <li>- A second submission to the Department of Planning and Environment's (DPE) proposed inclusion of Medium Density Housing in State Environmental Planning Policy (Exempt and Complying Development Codes) 2008.</li> <li>- A second submission in response to the Department of Planning and Environment's exhibition of the Explanation of Intended Effect - Medium Density Housing Code (MDH Code) and Draft Medium Density Design Guide (MDDG).</li> <li>- A submission to the Independent Pricing and Regulatory Tribunal's (IPART) exhibited Draft Report on the "Review of the Local Government Rating System".</li> </ul>

**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> Manager Integrated Planning Property &amp; Assets</p>	 50%	<p>During the reporting period Council staff continued to respond to the NSW Government and its agencies on local government reform. This included a second submission to the Department of Planning and Environment's (DPE) proposed inclusion of Medium Density Housing in State Environmental Planning Policy (Exempt and Complying Development Codes) 2008. Council prepared and sent a submission to the original exhibition on 24 February 2016, raising a number of concerns regarding the ability to conduct medium density housing via the complying development provisions. Council prepared and forwarded a second submission in response to the Department's October 2016 exhibition of the Explanation of Intended Effect - Medium Density Housing Code (MDH Code) and Draft Medium Density Design Guide (MDDG).</p>




			<p>Council also prepared and forwarded a submission to the Independent Pricing and Regulatory Tribunal's (IPART) exhibited Draft Report on the "Review of the Local Government Rating System". The rating system review follows the Independent Local Government Review Panel's report (Revitalising Local Government, October 2013), which made a number of recommendations to reform the local government sector, including a recommendation that IPART undertake a review of the NSW rating system.</p> <p>Liaison also continued with representatives of the Greater Sydney Planning Commission regarding planning for the Northern District of Sydney, which includes Ku-ring-gai Council area.</p>
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**Term Achievement:** Partnerships are established with government agencies, regional and local organisations and community groups and are working to achieve Ku-ring-gai's community outcomes.

**Critical Action**


Code	Description	Progress	Comments
L1.1.3.1	<p>Pursue new opportunities for partnership arrangements with other agencies, organisations and community groups to achieve community outcomes.</p> <p><i>Responsible Officer: Director Community</i></p>	 50%	<p>The Council continued to build relationships with stakeholder groups in the community such as Support Lindfield, and North Turramurra Action Group in relation to the proposed redevelopment of Lindfield and Turramurra centres. Ongoing support and networking continued with local and regional business groups via the business engagement function.</p>

**Operational Plan Tasks**



Code	Description	Progress	Comments
L1.1.3.1.1	<p>Pursue priority areas where partnership arrangements will provide tangible benefits to the local area.</p> <p><i>Responsible Officer: Director Community</i></p>	 50%	<p>The Council continued to build relationships with stakeholder groups in the community such as Support Lindfield, and North Turramurra Action Group in relation to the proposed redevelopment of Lindfield and Turramurra centres. Ongoing support and networking continued with local and regional business groups via the business engagement function.</p>

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

**Critical Action**

Code	Description	Progress	Comments
L1.1.4.1	<p>The organisation responds flexibly, proactively and equitably to challenges and opportunities arising from government policy changes and reforms.</p> <p><b>Responsible Officer:</b> Director Corporate</p>	 50%	<p>There were no high-level submissions regarding government proposals submitted this period however staff are currently compiling submissions from Council in regards to the new Model Code of Meeting Practice, the 2017 Local Government Remuneration Tribunal, and proposed regulations for the induction and ongoing professional development of Mayors and Councillors. These are all due to be submitted in late January.</p> <p>During this reporting period communications campaigns were developed for the changes to boat trailer parking and the Council's policy regarding the banning of smoking in public spaces. There was ongoing communications with the community over the merger issue and the Council decision to grant permission for an eruv in St Ives.</p>

**Operational Plan Tasks**


Code	Description	Progress	Comments
L1.1.4.1.1	<p>Analyse and provide appropriate submissions to government proposals affecting the local government industry.</p> <p><b>Responsible Officer:</b> Manager Records &amp; Governance</p>	 50%	<p>There were no high-level submissions regarding government proposals submitted this period; however staff are currently compiling submissions from Council in regards to the new Model Code of Meeting Practice, the 2017 Local Government Remuneration Tribunal, and proposed regulations for the induction and ongoing professional development of Mayors and Councillors. These are all due to be submitted in late January.</p>
L1.1.4.1.2	<p>Undertake ongoing communication with our community to ensure they understand proposed changes in legislation.</p> <p><b>Responsible Officer:</b> Manager Corporate Communications</p>	 50%	<p>During this period communications campaigns were developed for the changes to boat trailer parking and the Council's policy regarding the banning of smoking in public spaces. There was ongoing communications with the community over the merger issue and the Council decision to grant permission for an eruv in St Ives.</p>

**Issue:** Financial capacity and sustainability




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

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

**Critical Action**

Code	Description	Progress	Comments
L2.1.1.1	Achieve financial sustainability targets identified in the Long Term Financial Plan.  <i>Responsible Officer: Director Corporate</i>	 50%	Council's current financial performance and position including key financial targets are monitored against budget on a monthly basis and reported to Council as part of the Quarterly Budget Reviews. As at the December Quarterly Budget review, all key financial indicators ( i.e. operating surplus, working capital, unrestricted current ratio) are expected to be achieved by the end of the financial year. As at the end of the 2015/16 financial year, 80% of financial indicators have been above industry benchmarks, with the exception of assets renewal and assets backlog ratios. While Council's LTFP provides for infrastructure assets ratios to meet the benchmark of 100% in all years, in 2015/16 there were delays in obtaining funding for planned assets renewal that will be caught up in future years.


**Operational Plan Tasks**

Code	Description	Progress	Comments
L2.1.1.1.1	Review Long Term Financial Plan each year based on 10 year forecasts.  <i>Responsible Officer: Director Corporate</i>	 50%	Council's LTFP is part of the current Resourcing Strategy. The key financial targets reflected in the LTFP will be reviewed as part of the Annual Budgeting Process for 2017/18.
L2.1.1.1.2	Undertake quarterly reporting to Council on the financial performance of the organisation.  <i>Responsible Officer: Director Corporate</i>	 50%	The December 2016 Quarterly Budget Review is in progress with meetings held with Departmental Managers and Directors. Financial indicators will be assessed as part of the finalisation of the budget review. All indicators are expected to be met as identified in the Long Term Financial Plan,
L2.1.1.1.3	Undertake divestment of identified assets to invest in infrastructure assets renewal.  <i>Responsible Officer: Director Corporate</i>	 0%	This task cannot be progressed at present <b>Reason</b> This task has not progressed due to delays in obtaining approvals from the NSW Department of Planning to enable asset sales which would in turn provide funding for infrastructure renewal <b>Remedial Action</b>





			This task will be progressed once approval from the NSW Department of Planning is received
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**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>	 50%	<p>Council invests its surplus funds and continuously looks to maximise its return on investments. Council's investment portfolio is compared to industry benchmark targets on a monthly basis. Investment returns as at December were above industry benchmarks.</p> <p>A review and benchmarking analysis on Council's fees and charges against neighbouring Council's was completed in 2014/15. Based on the review findings, Council approved increases to sports ground fees and charges over two financial years starting from 2015/16. The second stage of fee increases has been reflected in the current financial year 2016/17 resulting in additional income to Council. Other revenue raising opportunities will be investigated as part of annual budget process and setting of user fees and charges.</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> Manager Finance</p>	 50%	<p>Continuous monitoring of investment revenue and examination of cost recovery for fees and charges is ongoing.</p>
L2.1.1.2.2	<p>Ensure the commercial property portfolio provides market returns.</p> <p><b>Responsible Officer:</b> Manager Integrated Planning Property &amp; Assets</p>	 50%	<p>Consistent with Council's Commercial Lease Policy and Easement Management Policy all property and lease transactions will be conducted to ensure Council receives a market based return. In setting commercial/market returns Council staff will rely on expert independent valuation advice. Commercial lease negotiations underway for Wade Lane Air-bridge and Gordon Air-bridge are based on independent expert valuation advice. Similarly, all applications for modification/release of Council easements (both concluded and underway) are being negotiated strictly in line with expert valuation advice.</p>

**Term Achievement:** Council's financial services provide accurate, timely, open and honest advice to the community.

**Critical Action**

Code	Description	Progress	Comments
L2.1.2.1	<p>Coordinate financial advice to ensure Council meets overall budget performance.</p> <p><b>Responsible Officer:</b> Director Corporate</p>	 50%	<p>Council's budget performance is monitored on a monthly basis by way of monthly meetings with budget managers and quarterly departmental meetings. Monthly and quarterly budget reports with budget variations and commentary are also provided to senior management for review and to assist in decision making. Quarterly Budget Reviews (QBR) are adopted by Council on a quarterly basis. These reports analyse Council's financial performance for the quarter and forecast end of financial year position by recommending budget adjustments to operating and capital budget. The latest adopted Quarterly Budget Review YTD September 2016 was received and noted by Council on the 22 November 2016. As at the end of September, budget adjustments proposed in the review increased the forecast operating surplus (including capital items) by \$193k compared to the revised budget. The forecast working capital balance at 30 June 2017 is projected to remain at \$4.7m, in line with the Long Term Financial Plan (LTFP) target. Preparation for the December Quarterly Budget 2016 review is in progress and proposed for adoption at OMC on 28 February 2017. Directors will be asked to provide commentary on any material variances to budget. Financial indicators are assessed on each quarterly budget review and at the end of financial year. All indicators, except for the Infrastructure Backlog ratio are expected to be met as identified in the Long Term Financial Plan.</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>	 50%	<p>Council's budget performance is monitored on a monthly basis by way of monthly meetings with budget managers and quarterly departmental meetings. Monthly and quarterly budget reports with budget variations and commentary are also provided to senior management for review and to assist in decision making. Quarterly Budget Reviews (QBR) are adopted by Council on a quarterly basis. These reports analyse Council's financial performance for the quarter and forecast end of financial year position by recommending budget adjustments to operating and capital budget. The latest adopted Quarterly Budget Review YTD September 2016 was received and noted by Council on the 22 November 2016. As at the end of September, budget adjustments proposed in the review increased the forecast operating surplus (including capital items) by \$193k compared to the revised budget. The forecast working capital balance at 30 June 2017 is projected to remain at \$4.7m, in line with the Long Term Financial Plan (LTFP) target. Preparation for the</p>



			December Quarterly Budget 2016 review is in progress and proposed for adoption at OMC on 28 February 2017. Directors will be asked to provide commentary on any material variances to budget. Financial indicators are assessed as part on each quarterly budget review and at the end of the financial year. All indicators, except for the Infrastructure Backlog Ratio are expected to be met as identified in the Long Term Financial Plan.
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**Term Achievement:** Council expenditure satisfies the needs of the community.

**Critical Action**

Code	Description	Progress	Comments
L2.1.3.1	<p>Monitor expenditure to ensure it is in accordance with the expressed wishes of the community and identified in the Community Strategic Plan.</p> <p><b>Responsible Officer:</b> Director Corporate</p>	 50%	<p>Council's expenditure forms part of the Annual Budget and Long Term Financial Plan (LTFP). The LTFP, the Asset Management Strategy &amp; Workforce Strategy are fully integrated within Council's adopted Resourcing Strategy. Operational and capital expenditure and funding sources are monitored and reported as part of Quarterly Budget Reviews (QBR) to Council. Detailed analyses on capital project expenditure budget adjustments are included in the report to Council. The latest adopted Quarterly Budget Review YTD September 2016 was received and noted by Council on the 22 November 2016. As at the end of September, budget adjustments proposed in the review increased the forecast operating surplus (including capital items) by \$193k compared to revised budget. The forecast working capital balance at 30 June 2017 is projected to remain at \$4.7m, in line with the Long Term Financial Plan (LTFP) target.</p>

**Operational Plan Tasks**


Code	Description	Progress	Comments
L2.1.3.1.1	<p>The Resourcing Strategy integrates the Long Term Financial Plan, Workforce Strategy and Asset Management Strategy.</p> <p><b>Responsible Officer:</b> Manager Finance</p>	 100%	<p>Council's adopted Resourcing Strategy fully integrates the Long Term Financial Plan, Asset Management Strategy &amp; Workforce Strategy</p>
L2.1.3.1.2	<p>Report on the completion of major works and community outcomes through Integrated Planning and Reporting documents.</p> <p><b>Responsible Officer:</b> Manager Integrated Planning Property &amp; Assets</p>	 50%	<p>During the period Council reported on completion of major works and community outcomes through quarterly updates provided on Council's website, media releases and social media. Council also published its 2015/16 Annual Report, which detailed the progress and completion of major works and outcomes for the 2015/16 financial year. Key achievements for that year included a strong financial operating result, satisfying all 'Fit for the Future' financial benchmarks, demonstrating long term financial sustainability and efficiency against industry benchmarks, expenditure of over \$10m on roads,</p>




footpaths and drains, \$6.4m spent on upgrading sportsgrounds and facilities as well as \$2.4m spent on local parks and playgrounds.

**Term Achievement:** Council has increased its commitment to infrastructure asset management priorities.


**Critical Action**

Code	Description	Progress	Comments
L2.1.4.1	Financial strategies underpin Council's asset management policies and strategic vision.  <i>Responsible Officer: Director Corporate</i>	 50%	Capital expenditure and funding on infrastructure assets has been monitored and reported as part of Quarterly Budget Reviews to Council. Further analysis of future funding on infrastructure has been performed and is reflected in Council's adopted LTFP. The current adopted funding strategy for infrastructure assets prioritises asset maintenance and renewal expenditure for new and upgraded assets.



**Operational Plan Tasks**

Code	Description	Progress	Comments
L2.1.4.1.1	Identify available funding sources in the Long Term Financial Plan and allocate to priority projects and assets.  <i>Responsible Officer: Director Corporate</i>	 50%	Funding sources have been allocated as part of the Annual Budget and LTFP and are monitored during quarterly budget reviews

**Critical Action**

Code	Description	Progress	Comments
L2.1.4.2	Regularly revise Council's strategic asset management plans and integrate with financial planning processes.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 50%	The following actions were completed or progressed during the reporting period: <ul style="list-style-type: none"> <li>- Final Draft of Roads Asset Management Plan completed</li> <li>- Project Life Cycle &amp; Asset Capitalisation Process revised</li> <li>- Asset conditions for Roads and Transport Assets updated</li> <li>- Capitalisation of Assets in progress</li> <li>- Asset Management Steering Group - Project Work Program 2016-17 updated and monitored on an ongoing basis</li> </ul> Council staff continue to review the current asset management system to improve business processes. During the reporting period scoping of asset classes of Storm Water Drainage and Buildings have been documented and reviewed by the key users and project plans have been established to have these asset classes implemented over the following 12 months.

## Operational Plan Tasks


Code	Description	Progress	Comments
L2.1.4.2.1	Continually improve the integrity of asset data, asset registers and asset management improvement plans.  <i>Responsible Officer: Manager Integrated Planning Property &amp; Assets</i>	 50%	The following actions were completed or progressed during the reporting period: - Final Draft of Roads Asset Management Plan completed and sent to the AMMSG for comments. - Project Life Cycle & Asset Capitalisation Process updated and sent to the Asset Management Steering Group members for comments. - Asset conditions for Roads and Transport Assets updated. - Capitalisation of Assets in progress. - Project Work Program 2016-17 updated and monitored on an ongoing basis.
L2.1.4.2.2	Implement an integrated corporate asset management system for all asset classes.  <i>Responsible Officer: Manager Information Technology &amp; Communications</i>	 50%	Council has continued to review the current Enterprise Asset Management system and pro-actively make improvements to business processes. During the reporting period Council scoped the remaining two large asset classes of Storm Water Drainage and Buildings. These have been documented and reviewed by the key users. Project plans have been established to have these last two classes implemented in the following 12 months.

**Issue:** Good Governance and Management



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

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

## Critical Action


Code	Description	Progress	Comments
L3.1.1.1	A Council business framework is developed to incorporate best practice integrated planning objectives.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 50%	Integrated planning and reporting officers continued to act as champions to promote the principles of integrated planning and reporting in Council decision-making systems and processes through active involvement in the Information Management Business Group, committees and project working groups. During the reporting period Council officers monitored and updated integrated business and decision-making systems and processes to optimise reporting on the Community Strategic Plan, Resourcing Strategy, Delivery Program and Operational Plan.

## Operational Plan Tasks


Code	Description	Progress	Comments
L3.1.1.1.1	Report on the integration of business and decision-making systems and processes with integrated planning objectives.  <i>Responsible Officer: Manager Integrated Planning Property &amp; Assets</i>	 50%	During the reporting period Council Officers monitored and updated integrated business and decision-making systems and processes to optimise reporting on the Community Strategic Plan, Resourcing Strategy, Delivery Program and Operational Plan.
L3.1.1.1.2	Prepare Integrated Planning and Reporting documents and complete all statutory reporting required under the Local Government Act 1993 and Integrated Planning and Reporting framework.  <i>Responsible Officer: Manager Integrated Planning Property &amp; Assets</i>	 50%	All statutory requirements were met for the preparation and reporting of integrated planning documents during the reporting period. This included the publishing of Council's adopted revised Delivery Program 2013 - 2017 and Operational Plan 2016/ 17 and Council's 2015/16 Annual Report. In addition the September Quarter budget review was reported to Council's meeting of the 22 November 2016 and the internal September Quarter review of 2016 - 17 Operational Plan tasks was completed.



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

## Critical Action

Code	Description	Progress	Comments
L3.1.2.1	Risk management is integrated into Council's business framework.  <i>Responsible Officer: Director Corporate</i>	 80%	A demonstration on the revised Enterprise Risk Management system will be provided to the Manager's group January 2017. Training sessions with key users will then follow. The integration of Council's incident reporting processes into the Enterprise Risk Management system is expected to be completed in Q2 of the 16/17FY. Business Continuity and Emergency Response Plans have been updated and reviewed by Business Units. A final review will be undertaken in Q4 of the 16/17 FY.


## Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.2.1.1	Continue development of the Risk Management Plan and ensure risks and related actions are monitored, reported on and followed up.  <i>Responsible Officer: Manager People &amp; Culture</i>	 80%	A demonstration on the revised Enterprise Risk Management system will be provided to the Manager's group in January 2017. Training sessions with key users will then follow.



L3.1.2.1.2	Incident review and continuous improvement processes are integrated into the online risk management system.  <b>Responsible Officer:</b> <i>Manager People &amp; Culture</i>	 80%	The integration of Council's incident reporting processes into the Enterprise Risk Management system is expected to be completed in Q2 of the 16/17FY.
L3.1.2.1.3	Continue to align business continuity processes with Australian Inter-service Incident Management System (AIMS) and Local Emergency Management Officer (LEMO).  <b>Responsible Officer:</b> <i>Manager People &amp; Culture</i>	 80%	Business Continuity and Emergency Response Plans have been updated and reviewed by Business Units. A final review will be undertaken in Q4 of the 16/17 FY.


**Term Achievement:** Council's governance framework is developed to ensure probity, transparency and the principles of sustainability are integrated and applied into our policies, plans, guidelines and decision making processes.

### Critical Action


Code	Description	Progress	Comments
L3.1.3.1	Ensure effective and efficient conduct of Council and committee meetings for the benefit of councillors and the community.  <b>Responsible Officer:</b> <i>Director Corporate</i>	 50%	During the reporting period there were 10 Ordinary Meetings of Council held. All business papers and minutes were produced within the required time frame. Co-ordination of the delivery and improved communication between the stakeholders ensures delivery is within the required timeframe. Training and professional development opportunities are circulated to Councillors regularly. Staff are currently compiling a submission to the OLG in regards to new regulations proposed to assist with induction and professional development requirements for Mayors and Councillors.

### Operational Plan Tasks




Code	Description	Progress	Comments
L3.1.3.1.1	Business Papers and associated Minutes are published in an accurate and timely manner for public scrutiny and encourage community participation.  <b>Responsible Officer:</b> <i>Manager Records &amp; Governance</i>	 50%	During the reporting period there were 10 Ordinary Meetings of Council held. All business papers and minutes were produced within the required time frame.  Co-ordination of the delivery and improved communication between the stakeholders ensures delivery is within the required timeframe.
L3.1.3.1.2	Continue to deliver ethics and code of conduct training as part of the induction program and Councils training plan.  <b>Responsible Officer:</b> <i>Manager People &amp; Culture</i>	 50%	Induction and Code of Conduct training was provided on 8 September and 9 December to 37 new employees through Council's Induction Program. This included both online and face to face components covering a wide range of topics and aspects related to working with Council and Local Government in general.

L3.1.3.1.3	Facilitate training and professional development opportunities for councillors including ethics and code of conduct training.  <b>Responsible Officer:</b> Director Corporate	 50%	Training and professional development opportunities are circulated to Councillors regularly. Staff are currently compiling a submission to the OLG in regards to new regulations proposed to assist with induction and professional development requirements for Mayors and Councillors.
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### Critical Action

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

### Operational Plan Tasks




Code	Description	Progress	Comments
L3.1.3.2.1	Internal audit programs and statistics are reported to each Audit & Risk Committee meeting.  <b>Responsible Officer:</b> Manager People & Culture	 100%	The Internal Audit Program is a standing report item on the quarterly Audit & Risk Committee Agenda.
L3.1.3.2.2	The results of investigations into staff and customer complaints are reported to the Audit & Risk Committee.  <b>Responsible Officer:</b> Manager People & Culture	 100%	Reports are made to the Audit & Risk Committee as part of the established reporting format.
L3.1.3.2.3	Ensure compliance with requests from external government organisations in relation to investigations.  <b>Responsible Officer:</b> Manager People & Culture	 100%	All requests from external agencies are responded to in accordance with required timeframes

### Critical Action


Code	Description	Progress	Comments
L3.1.3.3	Compliance with the requirements of relevant Acts and Regulations.  <b>Responsible Officer:</b> Director Corporate	 50%	There were two proclamations commencing changes to the Local Government Act so far this financial year, known as Phase 1 Reforms. All changes were noted and circulated to relevant parties. No immediate significant changes to policy or processes were required. The Office of Local Government released its 2016/17 Calendar of Compliance and Reporting Requirements. This has also been noted and circulated to relevant staff. Legislative changes are

			reviewed weekly by staff using the NSW Parliamentary Counsel's Office email notification service. Council's actions against compliance and reporting requirements and legislative updates are reported quarterly to the Audit Committee.
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### Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.3.3.1	Comply with the Government Information (Public Access) and Privacy and Personal Information Acts (PIPP).  <i>Responsible Officer: Manager Records &amp; Governance</i>	 50%	During the reporting period there were 628 applications to access Government Information which were processed as informal requests.  There were 22 applications received which were processed as formal GIPA applications. All applications were processed within the required timeframes.
L3.1.3.3.2	Comply with the requirements of the Local Government Act and Regulations.  <i>Responsible Officer: Director Corporate</i>	 50%	There were two proclamations commencing changes to the Local Government Act so far this financial year, known as Phase 1 Reforms. All changes were noted and circulated to relevant parties. No immediate significant changes to policy or processes were required.  The Office of Local Government released its 2016/17 Calendar of Compliance and Reporting Requirements. This has also been noted and circulated to relevant staff.  Legislative changes are reviewed weekly by staff using the NSW Parliamentary Counsel's Office email notification service. Council's actions against compliance and reporting requirements and legislative updates are reported quarterly to the Audit Committee.
L3.1.3.3.3	Coordinate the 2017 Ordinary Local Government Election in accordance with the Local Government Act 1993.  <i>Responsible Officer: Director Corporate</i>	 50%	This item is not due to commence until early April 2017, in accordance with advice received from the OLG in November last year relating to the timing of elections for Councils subject to merger proposals.




### Critical Action

Code	Description	Progress	Comments
L3.1.3.4	Continue to improve internal Council policies and maintain registers to accord with legislation.	 50%	During the reporting period the following registers were updated within the required timeframe: - Delegations Register




	<b>Responsible Officer:</b> Director Corporate		<ul style="list-style-type: none"> <li>- Policy Register</li> <li>- Seal Register</li> </ul> <p>All policies due for review are reported to senior management through their Strategic Directions meetings on a quarterly basis.</p>
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### Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.3.4.1	<p>Maintain a policy review program to ensure the currency of all policy documents</p> <p><b>Responsible Officer:</b> Director Corporate</p>	 50%	Policies due for review are reported to senior management through their Strategic Directions meetings on a quarterly basis.
L3.1.3.4.2	<p>Participate in policy review opportunities to implement the principles of sustainability.</p> <p><b>Responsible Officer:</b> Manager Environment &amp; Sustainability</p>	 50%	A review of Council's Greenhouse Gas (GHG) Reduction Action Plan has recently been conducted to provide a revised funding and abatement activity schedule to ensure that Council meets its 2020 GHG emission reduction target of 20% based on 2000 levels. In August 2016, Council endorsed a Biodiversity Policy, Water Sensitive City Policy, Fauna Management Policy, Bushland Dumping and Encroachment Policy and Climate Change Adaptation Strategy, following a public exhibition period.
L3.1.3.4.3	<p>Oversee the regular review and update of Council's publicly available registers.</p> <p><b>Responsible Officer:</b> Manager Records &amp; Governance</p>	 50%	<p>During the reporting period the following registers were updated within the required timeframe:</p> <ul style="list-style-type: none"> <li>- Delegations Register</li> <li>- Policy Register</li> <li>- Seal Register</li> </ul>

### Critical Action


Code	Description	Progress	Comments
L3.1.3.5	<p>Maintain transparency and accountability in the management of tenders, contracts and purchasing of goods and services.</p> <p><b>Responsible Officer:</b> Director Corporate</p>	 59%	Documentation that guides the management of tenders, contracts and purchasing has been provided to managers in draft format for comment. One on one feedback meetings will be conducted with Managers during the third Quarter.

## Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.3.5.1	Develop, implement and maintain guidelines for use by the Tender Evaluation Committee (TEC) members.  <i>Responsible Officer: Director Corporate</i>	 50%	Revised documentation is to be provided to all new tender committees for tenders after 1/1/2017.
L3.1.3.5.2	Roll out training for users of contracts and guidelines to support use across Council.  <i>Responsible Officer: Director Corporate</i>	 50%	A training plan is under development and scheduled for roll out in the 3rd and 4th quarters.
L3.1.3.5.3	Implement modifications to existing systems for improved management of suppliers.  <i>Responsible Officer: Director Corporate</i>	 60%	The existing system continues to be improved with new fields being implemented in the creditor masterfile. Data has already been updated against creditors in temporary fields.
L3.1.3.5.4	Implement changes to stores system to establish categories and generate Stored Items Register.  <i>Responsible Officer: Director Corporate</i>	 75%	Changes to the stores system continues with all stored items being included in the spreadsheet register until a system register can be developed. 75% of pallet bays have been catalogued.



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

## Critical Action


Code	Description	Progress	Comments
L3.1.4.1	Sustainability is integrated into Council's business framework.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 50%	Council's Corporate Sustainability Action Plan continues to be implemented across Council. In the past six months new recycling stations, that include organic waste and soft plastic recycling, were introduced leading to improved recycling rates. Council's new online performance assessment system, PERFORM, is reducing paper use and integrating sustainability into staff performance assessments. Council's new printer and multi devices, scheduled for replacement next quarter, will include a print and release functionality, which will lead to paper and energy savings for Council. Environmental management training was delivered to 54 staff in the past six months. Environmental risk management continues to be a key risk management area for Council.




## Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.4.1.1	Implement Council's Corporate Sustainability Action Plan and corporate sustainability program.  <i>Responsible Officer: Manager Environment &amp; Sustainability</i>	 50%	Council's Corporate Sustainability Action Plan continues to be implemented. In August 2016, four-bin source separation systems, that include organic waste recycling, were introduced at both Council Chambers and at the Bridge St and Suakin Street offices. These systems are facilitating improved recycling across Council. Soft plastics recycling was also expanded at Council Chambers. An Aerobin and worm farm are in place at Council Chambers to process organic waste until a digester is purchased that can process organic waste and compostable serving ware. Sustainable purchasing options for tea, coffee and serving ware have now been in place for a 12 month period.
L3.1.4.1.2	Deliver environmental management training to staff.  <i>Responsible Officer: Manager Environment &amp; Sustainability</i>	 50%	A number of environmental management training sessions were delivered to staff over the past 6 months including energy efficiency training run by the Office of Environment and Heritage (10 staff); climate ready vegetation tool run by Macquarie University (6 staff); soil and erosion control training run by the Centre for Environmental Training (2 staff); standard and intermediate Aboriginal heritage training run by the Aboriginal Heritage Office (12 staff); hollows as homes work shop, which focused on the creation of artificial hollows from natural logs (8 staff); and a native snail workshop conducted by Narla Environmental (16 staff).
L3.1.4.1.3	Progress, monitor and report on Council's environmental risk management processes and activities.  <i>Responsible Officer: Manager Environment &amp; Sustainability</i>	 50%	A number of environmental risk management processes continue to be implemented, as identified in Council's risk management system. These include environmental assessments, training for staff and climate change adaptation activities.

## Critical Action


Code	Description	Progress	Comments
L3.1.4.2	Monitoring and reporting on sustainability performance informs investment and management priorities.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 50%	Council's greenhouse gas (GHG) emissions were 23% higher at the end of 2015/16 than in 2000 (despite fleet emissions being down 30% and street lighting emissions being down 7.5% building emissions were 89% higher). A recent review of Council's GHG Reduction Plan provides a revised funding and abatement activity schedule to ensure that Council meets its 2020 GHG emission reduction target of 20% based on 2000 levels. Council's total water consumption was down by 14% at the end of 2015/16 compared to 2010.

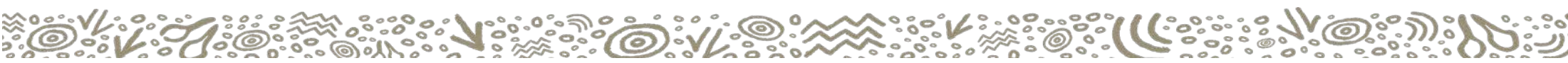
## Operational Plan Tasks

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> <i>Manager Environment &amp; Sustainability</i></p>	 50%	<p>Council continues to monitor its performance against its Greenhouse Gas (GHG) Reduction Action Plan and Corporate Sustainability Action Plan. Recent data reveals that Council's GHG emissions were 23% higher at the end of 2015/16 than in 2000. Despite fleet emissions being down 30% and street lighting emissions being down 7.5% at the end of 15/16 (compared with 2000), building emissions, from new assets coming on line, are the main contributor to Council's rising emissions. Council's energy management program is offsetting these rising emissions; however not to the extent that Council will meet its 2020 GHG emission reduction target of 20% by 2020 based on 2000 levels. Hence, a review of Council's GHG Reduction Plan has been conducted to provide a revised funding and abatement activity schedule to ensure that Council meets its reduction targets. Council's total water consumption was down by 14% at the end of 2015/16 compared to 2010.</p>

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



## Critical Action

Code	Description	Progress	Comments
L3.1.5.1	<p>Ensure optimal performance of Council's records management services and electronic document management system (TRIM) to ensure the timely delivery of information in response to community requests.</p> <p><b>Responsible Officer:</b> <i>Director Corporate</i></p>	 62%	<p>In September, the records team commenced a three month trial to assess the viability of using a "scan-on-demand" service (replacing our existing physical file retrieval service) whereby files requested for retrieval from off-site storage are delivered digitally and entered into TRIM. The trial has received unanimous positive feedback and has facilitated faster and more convenient access to files for both staff and members of the public. The scan-on-demand service will now form the basis of the long-term digitisation plan.</p> <p>A project is currently under way to digitise Council's signed minute books. The collection dates back to the proclamation of Ku-ring-gai Council in 1906. Scans are of high quality and have OCR applied wherever possible. The project is now close to completion and discussions with NSW State Records have commenced to arrange for the transfer of the physical records for permanent archiving.</p> <p>Building Applications digitised from microfilm in the last financial year are currently being prepared for import into TRIM with all relevant metadata. This is expected to be completed by the end of the third quarter.</p> <p>Historical property files are also being prepared for digitisation by staff, as time</p>





			permits. It is expected that digitisation of these files will commence in-house in the 2017/18 financial year.
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**Operational Plan Tasks**

Code	Description	Progress	Comments
L3.1.5.1.1	<p>Maintain Council's record management system and provide records management services including training and advice.</p> <p><b>Responsible Officer:</b> <i>Manager Records &amp; Governance</i></p>	<p> 50%</p>	<p>In September, the records team commenced a three month trial to assess the viability of using a "scan-on-demand" service (replacing our existing physical file retrieval service) whereby files requested for retrieval from off-site storage are delivered digitally and entered into TRIM. The trial received unanimous positive feedback and has facilitated faster and more convenient access to files for both staff and members of the public. The scan-on-demand service will form the basis of the long-term digitisation plan.</p> <p>A project is currently under way to digitise Council's signed minute books. The collection dates back to the proclamation of Ku-ring-gai Council in 1906. Scans are of high quality and have OCR applied wherever possible. The project is now close to completion and discussions with NSW State Records have commenced to arrange for the transfer of the physical records for permanent archiving. A project team comprised of staff from Records &amp; Governance, Library staff and IT staff has been established to create a public access version of the digitised books.</p> <p>Statistics:            Day Boxes Created: 42            Archives Boxes Created: 188            Boxes sent to Offsite Storage: 197            Requests for Electronic Files: 633            Requests for Files and Boxes from Offsite storage: 63 files / 163 boxes            Requests for Files Stored Onsite: 767 files            Destruction of expired files: 0 (no destruction of records this period)</p>
L3.1.5.1.2	<p>Audit and report on compliance with use of Council's record management system.</p> <p><b>Responsible Officer:</b> <i>Director Corporate</i></p>	<p> 50%</p>	<p>Statistical data relating to use of TRIM continues to be monitored and reviewed.</p> <p>New file structures for both Major Projects and Insurance Claims were implemented in the first quarter. Testing and preparations for a system upgrade from TRIM to RM8 has commenced.</p>





L3.1.5.1.3	<p>Develop and implement a long-term plan for the digitisation of Council's legacy records.</p> <p><b>Responsible Officer:</b> Director Corporate</p>	<p> 50%</p>	<p>A project is currently under way to digitise Council's signed minute books. The collection dates back to the proclamation of Ku-ring-gai Council in 1906. Scans are of high quality and have OCR applied wherever possible. The project is now close to completion and discussions with NSW State Records have commenced to arrange for the transfer of the physical records for permanent archiving. A project team comprised of staff from Records &amp; Governance, Library staff and IT staff has been established to create a public access version of the digitised books.</p> <p>In September, the records team commenced a three month trial to assess the viability of using a "scan-on-demand" service (replacing our existing physical file retrieval service) whereby files requested for retrieval from off-site storage are delivered digitally and entered into TRIM. The trial has received unanimously positive feedback and has facilitated faster and more convenient access to files for both staff and members of the public. The scan-on-demand service will form the basis of the long-term digitisation plan.</p> <p>Building Applications digitised from microfilm in the last financial year are currently being prepared for import into TRIM with all relevant metadata. The import of these files was delayed due to poor metadata being provided in the first instance but the contractor responsible is currently amending all issues raised. This is expected to be completed by the end of the third quarter.</p> <p>Historical property files are also being prepared for digitisation by staff, as time permits. It is expected that digitisation of these files will commence in-house in the 17/18 financial year.</p>
L3.1.5.1.4	<p>Develop and implement a process to capture and maintain signed Council Meeting Minutes in electronic form.</p> <p><b>Responsible Officer:</b> Manager Records &amp; Governance</p>	<p> 100%</p>	<p>A process for capturing and maintaining the signed Council Meeting minutes in electronic form has been developed and implemented successfully,</p> <p>A project is currently under way to digitise Council's signed minute books. The collection dates back to the proclamation of Ku-ring-gai Council in 1906. Scans are of high quality and have OCR applied wherever possible. The project is now close to completion and discussions with NSW State Records have commenced to arrange for the transfer of the physical records for permanent archiving. A project team comprised of staff from Records &amp; Governance, Library staff and IT staff has been established to create a public access version of the digitised books.</p>






## Critical Action

Code	Description	Progress	Comments
L3.1.5.2	<p>Council's workforce and workplace match contemporary organisation requirements.</p> <p><b>Responsible Officer:</b> Director Corporate</p>	 46%	<p>It is anticipated that an Employee Opinion survey will be rolled out in Q3 of the 16/17FY. A review of the Workforce Action Plan is being undertaken as part of the review of Councils Workforce Resourcing Strategy. A draft framework and some initial strategies have been created for Councils Ageing Workforce Strategy.</p> <p>Council continues to utilise the services of providers engaged under the Local Government contract which provide market competitive rates and suitability skilled/qualified staff. The review of these arrangements has been deferred pending the outcome of the amalgamation proposal.</p> <p>The draft EEO Management Plan will be presented to the leadership team for approval and adoption in February 2017.</p> <p>Testing of Employee Self Service is currently under way with a tentative implementation date set for the first half of 2017. This system will replace the need for hard copy leave forms.</p> <p>Further progress has been made in the area of position establishment control and leave administration which assists in improving data integrity. Work continues on the configuration of the Navigo product which will improve our ability to produce organisational charts and manage position establishment at the local level.</p>


## Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.5.2.1	<p>Coordinate the development and implementation of the 2016 Employee Opinion Survey and associated action plans.</p> <p><b>Responsible Officer:</b> Manager People &amp; Culture</p>	 50%	<p>It is anticipated that a staff survey will be rolled out in the third quarter of the 16/17FY. The scope and focus of the EOS will largely be dependent on the official merger announcement. A decision on this matter is expected in February/March 2017.</p>
L3.1.5.2.2	<p>Coordinate a review of Councils Workforce Action Plan to achieve alignment with reviewed service levels and standards.</p> <p><b>Responsible Officer:</b> Director Corporate</p>	 50%	<p>A review of the Workforce Action Plan is being undertaken as part of the review of Councils Workforce Resourcing Strategy.</p>










L3.1.5.2.3	<p>Develop and implement an Ageing Workforce Strategy.</p> <p><b>Responsible Officer:</b> <i>Manager People &amp; Culture</i></p>	 40%	<p>A draft framework and some initial strategies have been created.</p> <p><b>Reason</b></p> <p>It is expected that consultation with key stakeholders and management will commence in March 2017.</p> <p><b>Remedial Action</b></p> <p>It is anticipated that the strategy will be finalised and ready for adoption by the third quarter of the 16/17FY.</p>
L3.1.5.2.4	<p>Review Councils current Agency Hire arrangements to ensure delivery of 'fit for purpose' day labour and market competitive pricing.</p> <p><b>Responsible Officer:</b> <i>Director Corporate</i></p>	 0%	<p>The review of Agency Hire arrangements has been deferred pending the outcome of the amalgamation proposal.</p> <p>It should be noted that Council continues to utilise the services of providers engaged under the Local Government contract which provide market competitive rates and suitability skilled/qualified staff.</p> <p><b>Reason</b></p> <p>It would not be appropriate to initiate a tendering process specifically for provision of labour hire to Ku-ring-gai Council with the issue of amalgamation outstanding.</p> <p><b>Remedial Action</b></p> <p>This project will recommence once following a determination regarding amalgamation.</p>
L3.1.5.2.5	<p>Coordinate the implementation of Councils Equal Employment Opportunity Management Plan.</p> <p><b>Responsible Officer:</b> <i>Manager People &amp; Culture</i></p>	 90%	<p>The draft plan will be presented to the leadership team for approval and adoption in February 2017.</p>
L3.1.5.2.6	<p>Continue the development and implementation of electronic payroll processes to replace manual/paper based processes and forms.</p> <p><b>Responsible Officer:</b> <i>Manager People &amp; Culture</i></p>	 50%	<p>Testing of Employee Self Service is currently under way with a tentative implementation date set for the first half of 2017. This system will replace the need for hard copy leave forms.</p>
L3.1.5.2.7	<p>Continue to facilitate the implementation of TechnologyOne modules including Human Resources, Safety and Learning and Development.</p> <p><b>Responsible Officer:</b> <i>Manager People &amp; Culture</i></p>	 49%	<p>Further progress has been made in the area of position establishment control and leave administration which assists in improving data integrity.</p> <p>Work continues on the configuration of the Navigo product which will improve our ability to produce organisational charts and manage position establishment at the local level.</p>

## Critical Action

Code	Description	Progress	Comments
L3.1.5.3	<p>Provide a safe and healthy workplace for staff, contractors and the community.</p> <p><b>Responsible Officer:</b> Director Corporate</p>	 49%	<p>All actions identified in Councils WHS Strategy are implemented in accordance with required timeframes.</p> <p>Council has a fully compliant and effective WHS management system in place which is monitored through the Enterprise Risk Management System. Work has commenced on the transition to an electronic product which is ready for trialling in the workplace.</p> <p>Council currently has a full internal and external audit program that is implemented across the entire business. A more focused external audit program for WHS management will be rolled out in Q4 of the 16/17FY.</p> <p>Council's EAP service is reviewed on an ongoing basis to ensure its quality and effectiveness however a wholesale review has not yet commenced due to resourcing constraints.</p> <p>A general review of Councils Wellness program has commenced.</p>


## Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.5.3.1	<p>Review Councils Work Health and Safety (WH&amp;S) Strategy and implement actions in accordance with set timeframes.</p> <p><b>Responsible Officer:</b> Manager People &amp; Culture</p>	 100%	<p>All actions identified in Councils WHS Strategy are implemented in accordance with required timeframes.</p>
L3.1.5.3.2	<p>Deliver the Work Health and Safety (WH&amp;S) Management system across Council.</p> <p><b>Responsible Officer:</b> Manager People &amp; Culture</p>	 50%	<p>Council has a fully compliant and effective WHS management system in place which is monitored through the Enterprise Risk Management System.</p>
L3.1.5.3.3	<p>Deliver the SafeStart Safety Program.</p> <p><b>Responsible Officer:</b> Manager People &amp; Culture</p>	 50%	<p>5 Core SafeStart units were delivered to new operations employees from 18 August 2016 through to 1 September 2016.</p> <p>Preparation and scheduling of extended application Unit 3 - "Safety Systems and Change" is planned for delivery in February 2017 as part of the 2017 WHS training calendar.</p>




L3.1.5.3.4	<p>Coordinate annual Work Health and Safety (WH&amp;S) management system audits performed by an external auditor.</p> <p><b>Responsible Officer:</b> <i>Manager People &amp; Culture</i></p>	 25%	<p>Council currently has a full internal and external audit program that is implemented across the entire business. A more focused external audit program for WHS management will be rolled out in the fourth quarter of the 16/17FY.</p> <p><b>Reason</b></p> <p>Resourcing constraints have impacted on the progress of this action item.</p> <p><b>Remedial Action</b></p> <p>A full complement of staff will be available by the end of February 2017 at which time this item will be progressed.</p>
L3.1.5.3.5	<p>Undertake a review of the effectiveness of Councils electronic Work Health and Safety (WH&amp;S) management system.</p> <p><b>Responsible Officer:</b> <i>Manager People &amp; Culture</i></p>	 45%	<p>Council has a fully compliant and effective WHS management system in place however we are looking to transition to an electronic solution. Work has commenced on this project and a suitable product has been identified and is ready for trialling in the workplace.</p> <p><b>Reason</b></p> <p>Resourcing constraints have impacted on the progress of this action item.</p> <p><b>Remedial Action</b></p> <p>A full complement of staff will be available by the end of February 2017 at which time this item will be progressed.</p>
L3.1.5.3.6	<p>Review Councils current Employee Assistance Provider (EAP) arrangements to ensure delivery of 'fit for purpose' services and market competitiveness.</p> <p><b>Responsible Officer:</b> <i>Manager People &amp; Culture</i></p>	 40%	<p>This service is reviewed on an ongoing basis to ensure its quality and effectiveness however a wholesale review has not yet commenced due to resourcing constraints.</p> <p><b>Reason</b></p> <p>Resourcing constraints have meant that the commencement of the wholesale review has been deferred.</p> <p><b>Remedial Action</b></p> <p>A full complement of staff will be available on board by the end of February 2017 at which time this action item will progress.</p>
L3.1.5.3.7	<p>Undertake a review of Councils Wellness Program.</p> <p><b>Responsible Officer:</b> <i>Manager People &amp; Culture</i></p>	 35%	<p>A general review of Council's Wellness Program has commenced.</p> <p><b>Reason</b></p> <p>Resourcing constraints have impacted on the progress of this action item.</p> <p><b>Remedial Action</b></p> <p>A full complement of staff will be available by the end of February 2017 at which time this item will be progressed.</p>




## Critical Action

Code	Description	Progress	Comments
L3.1.5.4	<p>Create a culture that builds skills and supports staff in professional development opportunities.</p> <p><b>Responsible Officer:</b> Director Corporate</p>	 50%	<p>E-learning modules are currently in development for deployment in Councils e-learning management system in 2017. The e-learning modules for Perform and Induction were deployed for all new employees in July 2016.</p> <p>Organisational Resilience Workshops were delivered across Council in September 2016 with attendance by 320 employees.</p> <p>Councils Training Calendar for 2017 is nearly finalised. Key learning and development programs have been identified and we are in the process of building internal capacity in order to deliver these as a continuation of the Leadership Development Strategy.</p> <p>Training activity is monitored across the organisation and reported to the senior management team on a quarterly basis.</p>



## Operational Plan Tasks




Code	Description	Progress	Comments
L3.1.5.4.1	<p>Develop and coordinate implementation of Council's Learning and Development Plan.</p> <p><b>Responsible Officer:</b> Manager People &amp; Culture</p>	 50%	<p>The e-learning module of Perform was delivered. The e-learning module for Induction was deployed for all new employees in July 2016. Key e-learning modules have been identified for deployment in 2017.</p> <p>Organisational Resilience Workshops were delivered across Council in September with attendance by 320 employees.</p>
L3.1.5.4.2	<p>Continue development, implementation and monitoring of learning and development activities across Council, including Council's Leadership Development Strategy.</p> <p><b>Responsible Officer:</b> Manager People &amp; Culture</p>	 50%	<p>Councils Training Calendar for 2017 is nearly finalised. Key learning and development programs have been identified and we are in the process of building internal capacity in order to deliver these as a continuation of the Leadership Development Strategy.</p> <p>Training activity is monitored across the organisation and reported to the senior management team on a quarterly basis.</p>
L3.1.5.4.3	<p>Undertake a review of the effectiveness of Councils integrated Learning Management System and the associated e-learning program.</p> <p><b>Responsible Officer:</b> Manager People &amp; Culture</p>	 50%	<p>E-learning modules are currently in development for deployment in Councils e-learning management system.</p>

## Critical Action


Code	Description	Progress	Comments
L3.1.5.5	<p>Information management systems, technologies and procedures are in place to support the organisation's strategic objectives.</p> <p><b>Responsible Officer:</b> Director Corporate</p>	 50%	<p>Information Management systems were actively monitored and maintained resulting in availability targets being met throughout this period. Support requests remained steady and service levels were met.</p> <p>All planned network infrastructure maintenance was completed on time as scheduled. Scoping for scheduled hardware replacements has been completed and purchases will be made early in the new year. The tender for the replacement of printers and multi-function devices was resolved by Council and awarded to Konica Minolta. The replacement will begin early in 2017.</p> <p>The Geographical Information System (GIS) and Property &amp; Rating databases were updated with all relevant changes throughout this period. The implementation of the Geocortex GIS Viewer was completed successfully with the system going live on 5 September 2016. This replaced Dekho which was discontinued by the vendor who ceased supporting it in August 2016.</p> <p>The use of Council's online services continues to grow with additional application types being offered. This includes Minor Heritage Works and Pre-DA Consultation Applications. The New Year will also see a further three more becoming available including Driveway Levels applications, Pre-Complying Development Consultations and applications for Hoardings/Barricades.</p>

## Operational Plan Tasks


Code	Description	Progress	Comments
L3.1.5.5.1	<p>Review and implement Information Management Strategic Plan projects and ensure appropriate funding is identified.</p> <p><b>Responsible Officer:</b> Manager Information Technology &amp; Communications</p>	 50%	<p>Most projects on the list for Business Systems for this financial year have been commenced. They are currently at various stages and progressing well. The first budget review has been completed. The second quarter has seen purchasing of some additional licences for our Development and Assessment projects.</p>
L3.1.5.5.2	<p>Continue to expand relevant integrated E-Business and online service delivery.</p> <p><b>Responsible Officer:</b> Manager Information Technology &amp; Communications</p>	 50%	<p>The past period has seen Council offer some additional types of online applications to our residents/applicants. These include Minor Heritage Works and Pre-DA Consultation Applications. The new year will see a further three more options including Driveway Levels applications, Pre-Complying Development Consultations and applications for Hoardings/Barricades.</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>	 50%	<p>All Geographical Information System (GIS) and TechOne Property &amp; Rating (PnR) databases were updated as a result of 35 new registered plans at NSW Land and Property Information which resulted in the creation of 23 new properties and 324 new residential units.</p> <p>Council's new Geocortex Mapping System went live on 5 September 2016.</p> <p>A total of 2114 Planning Certificates were issued during this period resulting in an income of \$185,044.00.</p>
L3.1.5.5.4	<p>Council's information systems and technology infrastructure is maintained, updated and supported.</p> <p><b>Responsible Officer:</b> <i>Manager Information Technology &amp; Communications</i></p>	 50%	<p>Routine daily, weekly and monthly checks were performed during the reporting period. Other actions include:</p> <ul style="list-style-type: none"> <li>- Regular monthly physical inspections of all remote sites</li> <li>- All servers have had Windows updates installed with Microsoft Security Updates</li> <li>- Network integration and configuration for Solar Panel reporting system</li> <li>- Final scoping completed for the remainder of hardware replacements for next quarter</li> </ul>
L3.1.5.5.5	<p>Maintain Council's website and monitor and report on usage.</p> <p><b>Responsible Officer:</b> <i>Manager Corporate Communications</i></p>	 50%	<p>Council's website remained well maintained this reporting period.</p> <p>Statistics for 1 July 2016 – 31 Dec 2016:  Pageviews = 1,170,184  Unique page views = 918,367  Users = 220,706</p> <p>Top Ten Pages (unique pageviews):  Home = 112,516  My Library = 35,165  DA Tracking = 29,719  Contact Us = 24,804  Ku-ring-gai Library = 23,224  Find out what's near you = 21,153  Waste and Recycling = 19,410  Library: Opening hours and information = 19,359  Waste and Recycling: Houses Cleanup = 16,481  Web Map – Online mapping tool = 15,493</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> <i>Director Strategy &amp; Environment</i></p>	 30%	<p>This task is deferred due to the NSW Government's merger proposal and Council's pending legal action.</p> <p><b>Reason</b></p> <p>Legal action still in progress.</p> <p><b>Remedial Action</b></p> <p>This will be reviewed once a decision on the NSW Government's merger proposal with Hornsby is resolved.</p>


### Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.5.6.1	<p>Continue a program of specification of Council's services, including defined service levels against community expectations.</p> <p><b>Responsible Officer:</b> <i>Manager Integrated Planning Property &amp; Assets</i></p>	 30%	<p>Work completed to date for this task includes preliminary mapping of Council services, including statutory and regulatory requirements and costs, scoping of requirements for a second phase, including development of a service specification structure and program and requirements for additional resources. During this reporting period council officers participated in a local government training seminar on service specifications. The seminar addressed implementation and resourcing needs and issues for service specification programs, including case studies from both NSW and interstate. It is anticipated that a working group of interested NSW councils could be formed to share information and ideas for the coming year.</p> <p><b>Reason</b></p> <p>Further progress on this task was deferred due to the NSW Government's merger proposal and Council's legal action.</p> <p><b>Remedial Action</b></p> <p>Further progress on this task will be reviewed following completion of Council's legal action in relation to the NSW Government's merger proposal.</p>

### Critical Action

Code	Description	Progress	Comments
L3.1.5.7	<p>Council provides quality customer service.</p> <p><b>Responsible Officer:</b> <i>Director Community</i></p>	 50%	<p>Council provided, maintained and measured quality customer service during the reporting period. The results have been reported in the General Manager's 6 monthly performance review.</p>

## Operational Plan Tasks


Code	Description	Progress	Comments
L3.1.5.7.1	Report bi-annually to Council on achievement of adopted Customer Service Standards.  <i>Responsible Officer: Manager Corporate Communications</i>	 50%	A report is provided to Councillors every 6 months as part of the General Manager's 6 monthly performance review.

**Issue:** Community Engagement



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


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

## Critical Action

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


## Operational Plan Tasks

Code	Description	Progress	Comments
L4.1.1.1.1	Promote Council's adopted Engagement Policy throughout the organisation.  <i>Responsible Officer: Manager Corporate Communications</i>	 50%	Council adopted the Community Engagement Policy at its meeting of the 6 September 2016 (subject to public exhibition). Following public exhibition, if no submissions are received, the adopted policy will be promoted throughout Council, with supporting documents created to assist Council staff to fully adhere to the policy.
L4.1.1.1.2	Proactively publicise Council's services, programs, policies and achievements via all forms of media.  <i>Responsible Officer: Manager Corporate Communications</i>	 50%	The following activities have taken place: - Strengthening of relationships internally to keep communications informed of noteworthy services, programs, policies and achievements that should be promoted to the community, - The website has been regularly reviewed to make sure that content is relevant and kept up to date. Key updates are also given priority on the Council


			<p>homepage.</p> <ul style="list-style-type: none"> <li>- Promotion of noteworthy achievements, programs and updates to policies on social media on a timely basis.</li> <li>- Distribution of monthly Ku-ring-gai E-news which promotes Council's key developments, updates and achievements during the previous month.</li> </ul>
L4.1.1.1.3	<p>Monitor and apply corporate communications and visual design standards to Council's communication materials, products and website.</p> <p><b>Responsible Officer:</b> <i>Manager Corporate Communications</i></p>	 <p>50%</p>	<p>The design team has been successful in continuing to provide graphic design services to the organisation. Creative, innovative solutions have been ongoing this quarter. A few projects include: 2015/2016 Annual Report; Library event promotion including the re-brand of 'Storytime', Comics Plus promotion and various Author Encounters; Australia Day event promotion; summer school holiday programs including promoting the new vacation care centre in West Pymble; a refresh and a re brand of Kasey Intranet; various Youth Services events; a range of senior events including Functional Fitness; finalising an internal self promotional project for the design team; and consistently improving images and graphics on our website to ensure the ongoing engagement with the community.</p>

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

**Critical Action**

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

**Operational Plan Tasks**

Code	Description	Progress	Comments
L4.1.2.1.1	<p>Monitor media and public comment and coordinate Council's response.</p> <p><b>Responsible Officer:</b> <i>Manager Corporate Communications</i></p>	 <p>50%</p>	<p>During the reporting period Council's communications team issued an average of three media releases a week. Daily media monitoring was conducted and Councillors and senior management advised of emerging media issues and any coverage affecting the Council. Responses were developed on a range of issues through the Mayor's fortnightly column in the corporate advertisement; letters pages in local media; opinion pieces and messages through relevant media. The Council's social media sites continued to provide two-way communications with residents on an ongoing basis.</p>



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