



# REVISED DELIVERY PROGRAM 2018 – 2021 AND OPERATIONAL PLAN 2020 – 2021

## DECEMBER BIANNUAL REPORT

1 JULY 2020 – 31 DECEMBER 2020

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## ABOUT THIS REPORT

Ku-ring-gai Council's Revised Delivery Program 2018-2021 and Operational Plan 2020-2021 were adopted in June 2020. The combined document includes:

- Three year Term Achievements, outlining what Council intends to do during its term of office to progress the Community Strategic Plan 'Our Ku-ring-gai 2038'. \*
- One year Operational Plan Tasks that detail the projects, programs and services that will be undertaken during 2020-2021.
- Performance Indicators that are reported annually as part of the June bi-annual reporting.

This report is presented under the following six themes:



**Community, people and culture**



**Natural environment**



**Places, spaces and infrastructure**



**Access, traffic and transport**








**Local economy and employment**



**Leadership and governance**

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

	<b>Status</b>	<b>Description</b>
	<b>Completed</b>	Task has been completed.
	<b>Progress on track</b>	Performance is progressing as scheduled.
	<b>Behind schedule</b>	Delayed performance progress with remedial action required.
	<b>Significantly behind schedule</b>	Performance issues resulting in major delays. Actions to address issues to be included.
	<b>On hold</b>	Council resolved to not proceed or place the task on hold.

Commentary on achievements and challenges during the reporting period is provided within each theme.

This report is available at [www.krg.nsw.gov.au/deliveryprogram](http://www.krg.nsw.gov.au/deliveryprogram)

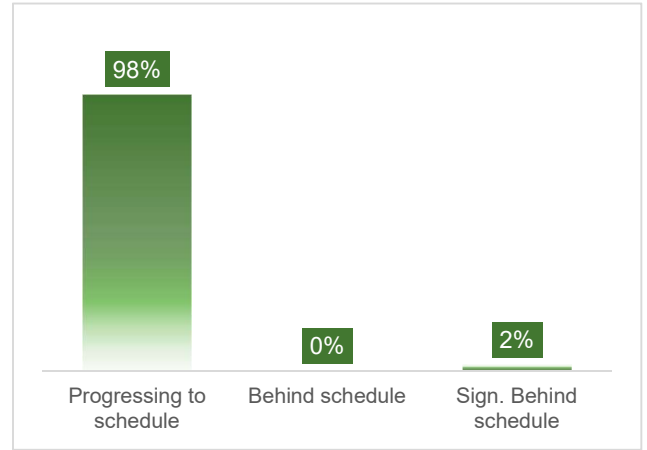
\* Note: In May 2020, the Office of Local Government advised that, as a result of the postponement of NSW local government elections until September 2021, Council's existing Delivery Program 2018-2021 will apply for a further 12 months, maintaining the key themes and any activities not yet completed.

# PERFORMANCE SUMMARY

## SNAPSHOT

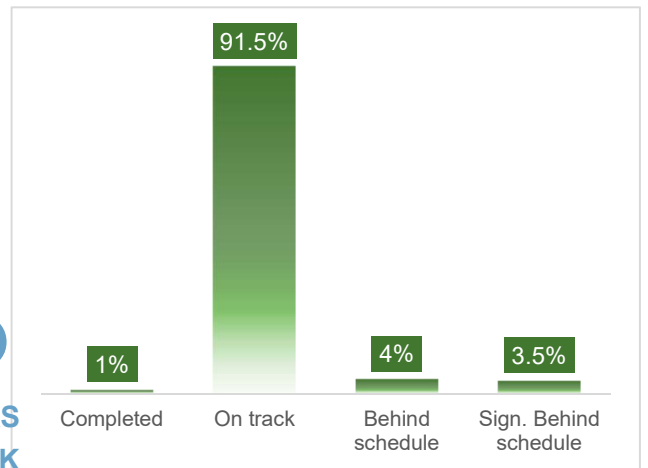
Delivery Program 2018 - 2021

**98%**  
TERM ACHIEVEMENTS  
PROGRESSING AS SCHEDULED



Operational Plan 2020 – 2021





**92.5%**  
TASKS  
COMPLETED OR ON TRACK








## PERFORMANCE BY THEME

All departments have provided status updates on the progress of Delivery Program term achievements and Operational Plan tasks with commentary provided for those not progressing to schedule. Results indicate good progress for the majority of term achievements and tasks across all themes. For those not progressing to schedule, commentary includes the reasons for delays and proposed remedial actions.

### Delivery Program term achievement performance by theme

Theme	Term Achievements				Total no.
	 Progressing as scheduled	 Behind schedule	 Significantly behind schedule	 On hold	
Community, People and Culture	8	0	0	0	8
Natural Environment	10	0	0	0	10
Places, Spaces and Infrastructure	15	0	0	1**	16
Access, Traffic and Transport	6	0	1	0	7
Local Economy and Employment	3	0	0	0	3
Leadership and Governance	12	0	0	0	12
<b>Total no.</b>	<b>54</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>56</b>

### Operational Plan task performance by theme

Theme	Tasks					Total no.
	 Completed	 On track	 Behind schedule	 Significantly behind schedule	 On hold	
Community, People and Culture	0	30	0	1	0	31
Natural Environment	1	24	2	0	0	27
Places, Spaces and Infrastructure	1	54	4	3	1**	63
Access, Traffic and Transport	0	12	1	1	0	14
Local Economy and Employment	0	9	0	1	0	10
Leadership and Governance	0	53	1	1	0	55
<b>Total no.</b>	<b>2</b>	<b>182</b>	<b>8</b>	<b>7</b>	<b>1</b>	<b>200</b>


\*\* P4.1.4/ P4.1.4.1: Items currently placed on hold by Council Resolution dated 19 May, 2020 (GB.2 Minute 96) for a period of up to 24 months pending the outcome of Ku-ring-gai Council's comprehensive Local Environmental Plan. These are not included in performance calculations.

## EXCEPTION REPORT

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


### THEME 3: PLACES, SPACES AND INFRASTRUCTURE

#### Term Achievement Exceptions

Code	Description	Progress	Comments
P4.1.4	Secure a development partner for Turramurra Community Hub.  <i>Signoff Authority: General Manager</i>		This term achievement has been placed on hold by Council resolution. <b>Reason</b> In 2018 the NSW Government announced that all NSW Councils were required to review their Local Environmental Plans (LEP) to give effect to the new Regional and District Plans. The outcomes of this review for Ku-ring-gai could impact the built form, feasibility and business planning assumptions for Hub. <b>Remedial Action</b> Work on the project can recommence once the Local Environmental Plan review is complete, currently anticipated to be in 2021.

### THEME 4: ACCESS, TRAFFIC AND TRANSPORT


#### Term Achievement Exceptions

Code	Description	Progress	Comments
T2.1.1	Safety and efficiency of the local road and parking network are improved and traffic congestion is reduced.  <i>Signoff Authority: Director Operations</i>		One of the projects identified in the 10 year Traffic and Transport Plan is the construction of a protected right turn bay and upgrade of road surface to a non-skid surface at the intersection of Burns Road and Ellalong Road, North Turramurra. This project was re-nominated in the 2020/2021 NSW Safer Roads Program, and in February 2020 Council received 100% funding from TfNSW to design and construct over two years period. An amount of \$80,000 was offered for design and documentation in 2020/21 and \$468,000 for construction in 2021/2022. Council is in the process of engaging a consultant to undertake the design work and it is expected that the design will completed by June 2021. Construction of the approved works on Burns Road will commence in the 1Q of 2021/2022. Council submitted 6 eligible projects identified in the 10 year Traffic and Transport Plan to the 2021/2022 Australian Government Black Spot and NSW Safer Roads Program. In April 2020, Council received 100% funding from TfNSW to upgrade the road surface on The Comenarra Parkway between Howson Avenue and Stainsby Close to a high level non-skid surface. An amount of \$185,000 was offered to complete this project by June 2021. A Request for Quotation (RFQ) has been sent to potential consultants for undertaking design investigation to ascertain whether any road cross section improvements are feasible

		<p>between the existing kerbs. If feasible, a detailed design will be provided by the successful consultant. Council will commence the work as soon as the design is received, and the work will complete by June 2021.</p> <p>The NorthConnex commenced operation in late 2020, and Council will work with TfNSW to monitor impacts on Ku-ring-gai Council's key/selected roads.</p> <p>Some progress was made with the preparation of a RFQ for implementing the Parking Management Strategy at the Lindfield Village Green, but other workloads have impacted progress of this task.</p> <p><b>Reason</b></p> <p>The progress of the Parking Management Strategy was restricted in the first half of 2020/2021 due to COVID-19 pandemic.</p> <p><b>Remedial Action</b></p> <p>In late April 2020, Council met with Lane Cove Council representatives to understand technology being implemented at the canopy redevelopment in the Lane Cove town centre. Further progress on the task of Parking Management Strategy will be made during the second half of 2020/2021.</p>
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## THEME 1: COMMUNITY, PEOPLE AND CULTURE



### Operational Plan Task Exceptions

Code	Description	Progress	Comments
C2.1.1.3	<p>Promote opportunities for cultural groups to stage events consistent with Council's sponsorship policy.</p> <p><b>Signoff Authority:</b> <i>Manager Visitor Experience &amp; Events</i></p>	<p style="text-align: center;"> 25%</p>	<p>Council sponsored The Bare Creek Trail Run which was held on Sunday 8 November and was the first COVID Safe running event to be held. The event attracted 900 runners from all over Sydney, Ku-ring-gai Council received great exposure from this event with 85% of the attendees coming from outside of the Ku-ring-gai LGA from as far as Lithgow.</p> <p>New sponsorship guidelines were developed for review and approval.</p> <p><b>Reason</b></p> <p>Further development of opportunities for cultural groups to stage events is currently on hold due to COVID-19 impacts.</p> <p><b>Remedial Action</b></p> <p>Council will continue to work with community groups to assist with sponsorship of COVID Safe events where possible.</p>






## THEME 2: NATURAL ENVIRONMENT



### Operational Plan Task Exceptions




Code	Description	Progress	Comments
N2.1.1.4	<p>Review service level agreements for bushland maintenance activities and develop maintenance delivery schedules.</p> <p><b>Signoff Authority:</b> <i>Manager Infrastructure Services</i></p>	 45%	<p>Work orders have been established for all assets with service levels yet to be reviewed.</p> <p><b>Reason</b></p> <p>Progress on this project has been delayed due to the need to elevate the delivery priority of the NSW Rural Fire Service funded fire trail works.</p> <p><b>Remedial Action</b></p> <p>It is anticipated that once the planning of the fire trail project has been completed and works have commenced this will enable more time complete this task.</p>
N2.1.1.6	<p>Implement the Ku-ring-gai Biodiversity Offsetting Code of Practice for Council owned or care, control and managed land.</p> <p><b>Signoff Authority:</b> <i>Manager Environment &amp; Sustainability</i></p>	 40%	<p>The draft Ku-ring-gai Biodiversity Offsetting Code of Practice continues to be implemented for Council projects but is yet to be finalised. A review is to be undertaken in the second half of this financial year to ensure alignment to best practice and legislative changes and to finalise the draft documents.</p> <p><b>Reason</b></p> <p>Staff resourcing has contributed to the delay of the Task.</p> <p><b>Remedial Action</b></p> <p>Key staff to be engaged for the completion of the Task.</p>

## THEME 3: PLACES, SPACES AND INFRASTRUCTURE

### Operational Plan Task Exceptions



Code	Description	Progress	Comments
P1.1.1.7	<p>Develop an urban forest monitoring program.</p> <p><b>Signoff Authority:</b> <i>Manager Environment &amp; Sustainability</i></p>	 30%	<p>In 2019/20 Council engaged ArborCarbon to acquire, process, report on and deliver remotely sensed data of canopy cover. This included the acquisition (on March 19th 2020) of high resolution imagery to accurately quantify canopy cover, as well as thermal imagery to identify urban hot spots. Canopy cover statistics were extracted and categorised into different height strata, suburbs, and land zones across the entire Council.</p> <p>This data has been made available within Council's corporate GIS and has provided a baseline for future Urban Forest Monitoring, which is to be further designed within the Urban Forest Strategy.</p> <p><b>Reason</b></p> <p>Further creation of the Urban Forest Monitoring program has been delayed due to delays in the creation of the draft Urban Forest Strategy, which has been delayed due to staffing shortages.</p> <p><b>Remedial Action</b></p> <p>Staffing resources have been made available with the Urban Forest Strategy planned for completion by the end of this financial year.</p>
P4.1.1.4	<p>Finalise a Creative Arts Facility Strategy to guide the delivery of creative arts and cultural facilities across the local government area.</p> <p><b>Signoff Authority:</b> <i>Manager Urban Planning</i></p>	 30%	<p>A draft strategy has been prepared by specialist cultural consultants. A Councillor briefing was held on 3 November 2020 and the draft Cultural Facilities Action Plan was reported to GMD.</p> <p><b>Reason</b></p> <p>GMD resolved to defer reporting the Strategy to Council pending a workshop to discuss the implications of the study further.</p> <p><b>Remedial Action</b></p> <p>A workshop will be organised with GMD in early 2021.</p>
P4.1.1.6	<p>Finalise strategies and plans for Gordon Local Centre and surrounds.</p> <p><b>Signoff Authority:</b> <i>Manager Urban Planning</i></p>	 45%	<p>During the reporting period, a Structure Plan and Housing Delivery Plan were completed for Gordon Local Centre. These are technical documents that support the draft Ku-ring-gai Housing Strategy. The purpose of the Housing Delivery Plan is to identify suitable areas to facilitate delivery of new dwellings which will form the basis for the preparation of the Planning Proposal for the 6-10 year period (2021/26). It also clarifies how the additional housing provision will retain, enhance and develop the current and future local character and factor into the liveability of neighbourhoods as stipulated in the Regional and District Plans. It includes strategies for the delivery of new infrastructure to support population growth including new parks, pedestrian and cycle linkages, traffic and transport improvements and others.</p> <p>At the OMC October 2020 Council adopted the Draft Housing Strategy with a revision that no new zoning would be undertaken. In December 2020 a final draft Housing strategy</p>

			<p>was submitted to the Department of Planning, Industry and Environment for their review.</p> <p><b>Reason</b></p> <p>Council resolved not to proceed with the exhibited draft Housing Strategy and related Structure Plans.</p> <p><b>Remedial Action</b></p> <p>Council officers will meet with the Department of Planning, Industry and Environment in March 2021 to obtain feedback on Council's adopted draft Housing Strategy.</p>
P4.1.1.7	<p>Finalise strategies and plans for Turramurra Local Centre and surrounds.</p> <p><b>Signoff Authority: Manager Urban Planning</b></p>	<p> 45%</p>	<p>During the reporting period a Structure Plan and Housing Delivery Plan were completed for Turramurra Local Centre. These are technical documents that support the draft Ku-ring-gai Housing Strategy. The purpose of the Housing Delivery Plan is to identify suitable areas to facilitate delivery of new dwellings which will form the basis for the preparation of the Planning Proposal for the 6-10 year period (2021/26). It also clarifies how the additional housing provision will retain, enhance and develop the current and future local character and factor into the liveability of neighbourhoods as stipulated in the Regional and District Plans. It includes strategies for the delivery of new infrastructure to support population growth including new parks, pedestrian and cycle linkages, traffic and transport improvements and others.</p> <p>At the OMC October 2020 Council adopted the Draft Housing Strategy with a revision that no new zoning would be undertaken. In December 2020 a final draft Housing strategy was submitted to the Department of Planning, Industry and Environment for their review.</p> <p><b>Reason</b></p> <p>Council resolved not to proceed with the exhibited draft Housing Strategy and related Structure Plans.</p> <p><b>Remedial Action</b></p> <p>Council officers will meet with the Department of Planning, Industry and Environment in March 2021 to obtain feedback on Council's adopted draft Housing Strategy.</p>
P4.1.1.8	<p>Finalise strategies and plans for Lindfield Local Centre and surrounds.</p> <p><b>Signoff Authority: Manager Urban Planning</b></p>	<p> 45%</p>	<p>During the reporting period, a Structure Plan and Housing Delivery Plan for Lindfield Local Centre was completed. These are technical documents that supported the exhibited draft Ku-ring-gai Housing Strategy. The purpose of the Housing Delivery Plan is to identify suitable areas to facilitate delivery of new dwellings which will form the basis for the preparation of the Planning Proposal for the 6-10 year period (2021/26). It also clarifies how any additional housing provision will retain, enhance and develop the current and future local character and factor into the liveability of neighbourhoods as stipulated in the Regional and District Plans. It includes strategies for the delivery of new infrastructure to support population growth including new parks, pedestrian and cycle linkages, traffic and transport improvements and others.</p> <p>At the OMC October 2020 Council adopted the Draft Housing Strategy with a revision that no new zoning would be undertaken. In December 2020 a final draft Housing strategy</p>

			<p>was submitted to the Department of Planning, Industry and Environment for their review.</p> <p><b>Reason</b></p> <p>Council resolved not to proceed with the exhibited draft Housing Strategy and related Structure Plans.</p> <p><b>Remedial Action</b></p> <p>Council officers will meet with the Department of Planning, Industry and Environment in March 2021 to obtain feedback on Council's adopted draft Housing Strategy.</p>
P4.1.4.1	<p>Examine planning options within feasibility parameters for the Turrumurra Community Hub.</p> <p><b>Signoff Authority:</b> Group Lead Major Projects</p>	 <p>0%</p>	<p>This task has been placed on hold by Council resolution. At the Ordinary Meeting of Council held 19 May 2020, a report on the Turrumurra Community Hub was considered and Council unanimously resolved (min 96):</p> <p>A. That the planning and development of the Turrumurra Community Hub be paused for a period of up to 24 months pending the outcome of Ku-ring-gai Council's comprehensive Local Environmental Plan.</p> <p>B. That Council informs the Community of the project's status.</p> <p><b>Reason</b></p> <p>This task has been placed on hold by Council resolution.</p> <p><b>Remedial Action</b></p> <p>No current remedial action.</p>
P6.1.1.7	<p>Progressively review and update Community Plans of Management.</p> <p><b>Signoff Authority:</b> Manager Urban Planning</p>	 <p>40%</p>	<p>The draft Sports Facilities Plan of Management has been adopted by Council and provided to Crown Lands for approval. Once approved, Council will finalise the plan before placing on public exhibition and conducting a public hearing.</p> <p>The St Ives Showground and Precinct Lands Plan of Management is currently being drafted. A stakeholder meeting was held October 2020 to assist with the drafting of this plan. Once the draft is finalised, it will be reported to Council for adoption before sending to Crown Lands for approval.</p> <p>The Generic Parks Plan of Management is yet to commence.</p> <p><b>Reason</b></p> <p>Staff resources and competing priorities have delayed progress of reviews.</p> <p><b>Remedial Action</b></p> <p>New staff resources have been allocated and this task placed on high priority.</p>
P6.1.1.13	<p>Commence development of an integrated Open Space, Sport &amp; Recreation needs study.</p> <p><b>Signoff Authority:</b> Manager Urban Planning</p>	 <p>10%</p>	<p>This work has not commenced due to lack of staff capacity. Council has recently employed a new Sports and Recreation Planner. The new position is focused on strategic planning for sport and recreation and will be responsible for managing a Needs Study. The officer commenced in January 2021.</p> <p><b>Reason</b></p> <p>The project has been delayed due to a lack of staff resources and capacity</p> <p><b>Remedial Action</b></p> <p>Council has recently employed a new Sports and Recreation Planner.</p>

## THEME 4: ACCESS, TRAFFIC AND TRANSPORT


### Operational Plan Task Exceptions

Code	Description	Progress	Comments
T2.1.1.1	<p>Continue to prepare an implementation plan for paid parking addressing location, financial and timing aspects of implementation.</p> <p><b>Signoff Authority:</b> <i>Manager Urban Planning</i></p>	 10%	<p>A site visit was held with the Project Manager for the Lindfield Village Green to understand the contractual requirements of the project as they relate to paid parking. It is understood that the "milestone" requirement for the project is to provide an occupancy/availability tracking system, (not paid parking) which would provide an indication of the number of available parking spaces in the Council-owned portion of the car park (with a view that any paid parking management system could then be integrated/retrofitted when required).</p> <p>Further work was done during the period to develop a scope of works for a Request for Quotation (RFQ) which would guide/advise Council on the financial and timing aspects of implementation, and advice on a preferred ownership/operator model. It was expected that the RFQ have been issued during the period but this did not occur.</p> <p><b>Reason</b></p> <p>While some progress was made during the period, other workloads have impacted progress of this task.</p> <p><b>Remedial Action</b></p> <p>Work will continue during the next quarter to finalise the scope of works for the RFQ, and issue the document for quotations from specialist consultants.</p>
T2.1.1.2	<p>Implement the 10 year Traffic and Transport Program.</p> <p><b>Signoff Authority:</b> <i>Manager Traffic &amp; Transport</i></p>	 40%	<p>In February 2020, Council received funding from TfNSW for the construction of a protected right turn bay (and upgrade of road surface to non-skid) at the intersection of Burns Road and Ellalong Road, North Turrumurra, which was re-nominated in the 2020/2021 Black Spot Program. This project was scheduled in the 10 Year Plan for 2019/2020. Funding in 2020/2021 is for the design and documentation, and construction is expected to commence in 2021/2022. In November 2020, a Request for Quotation for the detailed design component was issued however none of the panel of consultants supplied a quote.</p> <p>Council was also awarded funding under the 2021/2022 NSW Safer Roads Program for resurfacing of The Comenarra Parkway 50m either side of Howson Avenue, Turrumurra. This project was scheduled in the 10 Year Plan for 2020/2021 and is expected to be carried out in early 2021.</p> <p>Staff have nominated the installation of pedestrian facilities at the signalised intersection of Werona Avenue and Stanhope Road, Killara for funding in the 2021/2022 Australian Government Black Spot and NSW Safer Roads Program. While this site is listed in the 10 Year Plan for visibility improvements in 2021/2022 (further investigation required), the more recent occurrence of vehicle-pedestrian incidents has triggered this nomination with a different scope.</p>

		<p>Staff have also nominated the installation of new traffic signals (to replace the roundabout) at the intersection of Junction Road and Grosvenor Street, Wahroonga for funding in the 2021/2022 Australian Government Black Spot and NSW Safer Roads Program. While this was scheduled in the 10 Year Plan for 2026/2027, the timing has been brought forward, as new traffic signals were considered by the Ku-ring-gai Traffic Committee in February 2020, and Council resolved that the site be nominated in a future Black Spot funding program.</p> <p><b>Reason</b></p> <p>It is unclear why the consultants in the panel did not provide a quotation for the design and documentation for the intersection of Burns Road and Ellalong Road in Turramurra, although the timing of the RFQ (November) may have had an impact.</p> <p><b>Remedial Action</b></p> <p>The RFQ was issued to another panel of consultants in December, with a view to receiving quotes in January and engaging a design consultant during the next quarter.</p>
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## THEME 5: LOCAL ECONOMY AND EMPLOYMENT

### Operational Plan Task Exceptions

Code	Description	Progress	Comments
E1.1.1.2	<p>Undertake the Employment Lands Study and Strategy as part of the implementation of the Local Strategic Planning Statement (LSPS).</p> <p><b>Signoff Authority:</b> <i>Manager Urban Planning</i></p>	<p style="text-align: center;"> 20%</p>	<p>A draft Request for Quotation (RFQ) was prepared to engage consultants to undertake an Employment Lands Study for Ku-ring-gai. However, the release of the RFQ was delayed due to the COVID-19 pandemic significantly impacting employment activities across Sydney.</p> <p>In November 2020, the NSW Department of Planning, Industry and Environment also advised Council of its Employment Zones Reform Project that was currently under way. The project seeks to review current business and industrial zones within the Department's Standard Instrument LEP, which were introduced over 15 years ago, to assess whether they reflect how people now live, work and move around. The scope of the NSW government project includes creation of a new zoning framework to replace the current business and industrial zones, The stated purpose of the reform is to ensure employment zones are fit for purpose, support productivity and jobs creation, reduce the number of zones, increase flexibility, support strategic planning and include a clear strategic intent. A webinar was held by the Department in December 2020 to provide further information on the project.</p> <p><b>Reason</b></p> <p>During the reporting period the organisation focused on finalising the separate draft Retail and Commercial Centres Strategy, which would significantly contribute to this study.</p> <p>The COVID-19 pandemic has impacted employment activities and it is currently unclear how this will affect future employment growth and floor space demand going forward.</p> <p>The NSW Department of Planning Employment Zones Reform Project, which will be undertaken in 2021, will have implications for the Ku-ring-gai Employment Lands Study.</p> <p><b>Remedial Action</b></p> <p>The decision to proceed with full Employment Lands Study is to be re-examined in March 2021, with an option to undertake a smaller state of market study due to ongoing impacts of COVID-19 and the Department of Planning Employment Zone Reform Project which is being undertaken in 2021.</p>

## THEME 6: LEADERSHIP AND GOVERNANCE

### Operational Plan Task Exceptions

Code	Description	Progress	Comments
L3.1.2.6	<p>Business and decision-making systems and processes continue to be aligned with the Integrated Planning &amp; Reporting Framework objectives.</p> <p><b>Signoff Authority:</b> <i>Manager Governance &amp; Corporate Strategy</i></p>	 40%	<p>Council's annual financial statements, structured around the six themes in Council's Integrated Planning &amp; Reporting (IP&amp;R) plans, were audited during the period. Project nominations also commenced for the 2021/22 Operational Plan with proposed projects required to contribute to the long-term objectives and term achievements in Council's IP&amp;R plans.</p> <p><b>Reason</b></p> <p>Assessment of the findings and recommendations of recent reviews of the organisation's information systems, customer service, service delivery and resource planning were delayed due to organisational priorities remaining focused on COVID-19 responses and support.</p> <p><b>Remedial Action</b></p> <p>This work should recommence in the third quarter along with preparation of tasks for 2021/22.</p>
L3.1.4.1	<p>Continue to review Council services against community and strategic priorities, efficiency and customer service objectives.</p> <p><b>Signoff Authority:</b> <i>Manager Governance &amp; Corporate Strategy</i></p>	 10%	<p>Implementation of outcomes from a recent review of the organisation's service delivery and resource planning processes remained on hold during the period while organisational resources continued to be focused on the impacts of State and Federal government COVID-19 restrictions on Council's delivery of scheduled services and programs. While numerous services and programs were still delivered as planned, many others have been modified or remain impacted. Many staff also continued to work from home.</p> <p><b>Reason</b></p> <p>COVID-19 restrictions and organisational priorities continue to impact the delivery of this Task.</p> <p><b>Remedial Action</b></p> <p>It is anticipated that further work on this task will be able to progress in the second half of the year.</p>



## FULL REPORTING

## BY THEME

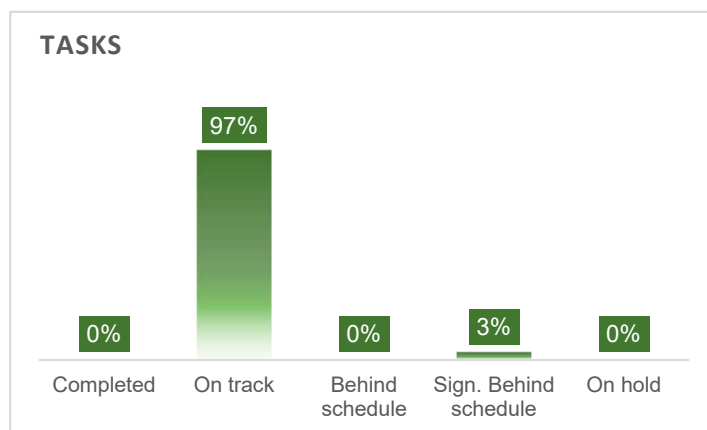
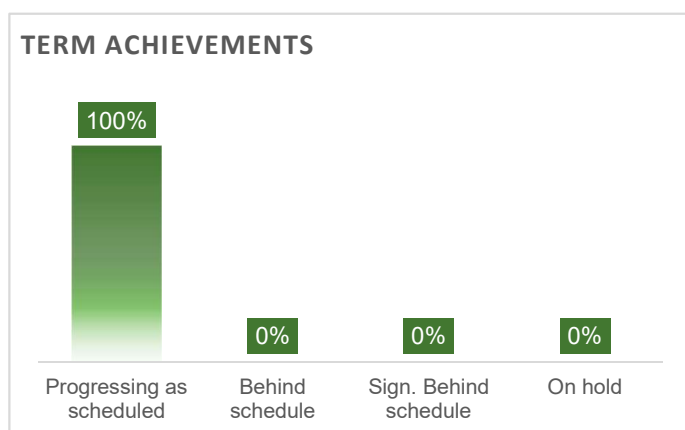


## THEME 1

### COMMUNITY, PEOPLE AND CULTURE

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

#### Performance summary



#### Key achievements

- Delivered innovative programs developed in partnership with community organisations within COVID-19 restrictions including online carer support programs, virtual tours, art therapy classes, cross regional exhibitions, and home support webinars for seniors.
- Securing of \$800,000 in grant funding from the Rural Fire Service to improve the fire trail network connecting North Wahroonga to North Turrumurra. This work is in addition to all treatments already identified for bushfire mitigation.
- Successfully received funding from the Department Planning, Industry and Environment for the Lane Cove - Northern Catchments flood study project.
- Awarded a \$20,155 grant from the Australia Day Council for the Australia Day 2021 program.
- Delivered successful new events and programs including the Sunset Drive-in Cinema, Santa in the Garden and a new school holiday program launched at Ku-ring-gai Wildflower Garden with 400% program growth.
- The libraries have delivered a number of engaging and interesting online programs, with impressive engagement statistics, e-resources usage up by 128% as compared to the same time last year and an increase in library membership.
- Council received over 600 entries for the bee lottery for residents and sponsorship interest in supporting the Native Bee program.

#### Challenges


- Planning and delivering events and programs whilst continuing to meet public health orders and restrictions on gatherings.

## Full progress report




**Issue:** C1: Community health and wellbeing

**Long Term Objective:** C1.1: An equitable and inclusive community that cares and provides for its members.

### Term Achievement


Code	Description	Progress
C1.1.1	Council's policies, programs and advocacy address the social, information and health needs of all age groups, reduce disadvantage and address gaps in service provision.  <b>Signoff Authority:</b> Director Community	
<b>Comments</b>		
<p>Progressing as scheduled.</p> <p>In response to the COVID-19 pandemic many of Council's community and library services were adapted in response to public health orders and to meet emerging needs in the community. Where possible services remained open whilst operating in a modified way or moved online targeting vulnerable members of our community and particularly addressing issues of social isolation and dislocation. Programs were developed in partnership with local and regional organisations to respond to identified community needs and to ensure a coordinated approach.</p>		
<b>Key Achievements</b>		
<p>Innovative programs developed in partnership with community organisations within COVID-19 restrictions including online carer support programs, virtual tours, art therapy classes, cross regional exhibitions, and home support webinars for seniors.</p>		

### Operational Plan Tasks



Code	Description	Progress	Comments
C1.1.1.1	Develop and implement effective plans, services and programs to proactively address the changing needs of the community including recommendations and programs identified in Council's Community Needs Analysis and Children's Services Needs Study.  <b>Signoff Authority:</b> Director Community	 50%	A range of community programs were delivered online, consistent with public health orders and COVID-19 plans were developed to recommence normal programming in a staged manner.
C1.1.1.2	Partner with key stakeholders to deliver community programs in response to identified community needs.  <b>Signoff Authority:</b> Director Community	 50%	Council is partnering where possible with stakeholders to deliver online programs across a number of areas including youth, aged, disability and multicultural services. The extent and type of engagement has been impacted by COVID-19 and the capacity of groups to engage with their members and clients.
C1.1.1.3	Deliver accessible and inclusive library services to the community, including information and lending services, consistent with social justice principles.  <b>Signoff Authority:</b> User Experience & Service Development Coordinator	 50%	<p>Ku-ring-gai Library provides a COVID-19 safe environment for customers by following all the protocols recommended by the NSW Department of Health. In spite of lockdowns and library closures during the second quarter of this financial year the library has loaned 274,186 physical resources. This number is 58% less as compared to the same time last year. We have had 124,854 library visitations across our branches which is 44% less compared to last year. We currently have 50,816 members and this is approximately a 9% increase from the numbers last year.</p> <p>The closure of libraries did not keep our staff away from our customers and the staff moved to online events. Although in-house events were all cancelled, the library hosted 50 children's and 7 adult on-line events which included rhyme times, storytime, virtual book clubs, online lego challenge, librarian</p>

			<p>recommendations and author talks. The highlight was the special Diwali Storytime, which had 4600 views and the Christmas special – Seasons Greetings storytime which had 494 views.</p> <p>The library sourced and procured electronic newspaper databases for the community as the newspaper subscriptions were stopped this year due to the pandemic. Newsbank, which includes The Sydney Morning Herald and local newspapers, has become popular along with all other e-resources.</p>
<b>Key Achievements</b>			
Special Diwali storytime had 4600 views and the Christmas special – Seasons Greetings storytime had 494 views. Membership of the library increased to 50,816 members.			

### Term Achievement

Code	Description	Progress
C1.1.2	<p>Access has increased for communities that face barriers to using social services and community facilities.</p> <p><b>Signoff Authority:</b> Director Community</p>	
<b>Comments</b>		
<p>Progressing as scheduled.</p> <p>Implementation of the Access and Disability Inclusion Plan continued across a number of areas including the built environment, communications, strategic planning, open space areas and development of specific online programs in partnership with a number of community organisations, service clubs and Northern Sydney Councils.</p> <p>A specific focus was given to reducing barriers for people with disabilities, vulnerable families and older residents who were socially isolated due to health reasons.</p>		

### Operational Plan Tasks

Code	Description	Progress	Comments
C1.1.2.1	<p>Implement programs in response to identified community needs that address a range of accessibility issues, reduce social isolation and promote social inclusion.</p> <p><b>Signoff Authority:</b> Director Community</p>	 50%	<p>Programming online commenced targeting vulnerable target groups including young people and families, people with disabilities and their carers and seniors to reduce social isolation, loneliness and to keep people connected. The type of programs included carer support groups, senior's online webinars, music therapy classes for people with disabilities, weekly virtual tours of famous sites and chats, and online seminars on depression shared life experiences.</p> <p>Council also participated in reciprocal online programs in partnership with other Councils to deliver services on a regional level.</p>
C1.1.2.2	<p>Implement Council's Access, Disability and Inclusion Plan.</p> <p><b>Signoff Authority:</b> Manager Community Development</p>	 50%	<p>To acknowledge R U Ok Day and raise awareness of mental illness, a series of online workshops were held to support local residents living with or caring for someone living with mental illness. The workshops included a presentation from an R U Ok Day ambassador who explained his experience of mental illness, a presentation from a psychologist to support seniors, and another presentation from a clinical psychologist to support parents of teenagers living with mental illness.</p> <p>To provide opportunities for people with a disability to socialise and meet peers, a youth group for people with disabilities has been created and runs out of Council's youth centre in Gordon once a month.</p> <p>To enable people with disabilities to have access to the bush walks within Ku-ring-gai, Wildwalks have been contracted to map out the walking tracks within the Wildflower Garden, St Ives. The mapping provides people with disabilities information such as seats available, stairs, gradients, hand rails so that they can</p>

			<p>determine if that track is accessible to them and their needs. This information will be included on Council's new website.</p> <p>The reviewed Access and Disability Inclusion Plan was presented to Councillors and is now on public exhibition for comment and was presented to the Urban and Heritage team for comment.</p> <p>To support small business, advice and plans were provided by Council to a local business in Turramurra on access improvements and how to take cost effective steps to improve accessibility,</p>
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**Issue:** C2: Cultural diversity and creativity




**Long Term Objective:** C2.1: A harmonious community that respects, appreciates, celebrates and learns from each other and values our evolving cultural identity.

### Term Achievement

Code	Description	Progress
C2.1.1	<p>Ku-ring-gai's rich cultural diversity and creativity is celebrated through programs and events.</p> <p><b>Signoff Authority:</b> Director Community</p>	
<b>Comments</b>		
<p>Progressing as scheduled.</p> <p>Council continues to deliver programs and events to the community despite restrictions due to COVID-19. A range of COVID safe programs and events were offered during the period which were popular with both the Ku-ring-gai and Greater Sydney communities.</p>		
<b>Key Achievements</b>		
<ul style="list-style-type: none"> <li>- Awarded \$20,155 grant from the Australia Day Council for the Australia Day 2021 program</li> <li>- Sunset Drive in Cinema success</li> <li>- Santa in the Garden regional success with bookings from across Sydney</li> <li>- New school holiday program launched at Ku-ring-gai Wildflower Garden with 400% program growth</li> </ul>		

### Operational Plan Tasks


Code	Description	Progress	Comments
C2.1.1.1	<p>Deliver programs and events that celebrate our diversity.</p> <p><b>Signoff Authority:</b> Manager Visitor Experience &amp; Events</p>	 85%	<p>Ku-ring-gai's Remembrance Day Ceremony was held on 11 November in partnership with the Roseville Club where 50 people attended the closed ceremony including Members of Parliament, Councillors, General Manager and invited members from the community. As this event was closed to members of public it was live streamed through Council's Facebook page and received 502 views.</p> <p>Ku-ring-gai Council partnered with Sunset Cinema to bring Sunset Drive In Ku-ring-gai to the community and greater metropolitan Sydney.</p> <p>The drive in was held from 1 October through to 4 November at St Ives Showground and attracted more 11,500 people from as far as the Central Coast, Blue Mountains and Southern Sydney within the 5 week period. There was 20 sessions available with 13 sessions achieving more than 75% capacity of which 8 were fully booked.</p> <p>Santa in the Garden photography sessions were held on weekends from 14 November through to Sunday 13 December. This was a new event with 410 sessions available over the 5 weekends. The event was very successful and achieved a booking rate of over 80%.</p>

			<p>A Christmas Wreath Workshop was held at the Ku-ring-gai Wildflower Garden on Saturday 5 December which was the first time offered and sold 67% of tickets.</p> <p>St Ives Regional Playground was opened on Thursday 10 December. This was a closed event where Members of Parliament, Councillors, Directors and families of St Lucy's School Wahroonga were invited to attend.</p>
C2.1.1.2	<p>Promote cultural events to the whole community via Council's communication methods e.g. social media and website.</p> <p><b>Signoff Authority:</b> <i>Manager Corporate Communications</i></p>	 50%	<p>Due to COVID-19 restrictions most events were either cancelled or postponed during this period. Some events such as the Wildflower Garden children's programs, library storytimes and business networking events moved online and were promoted via the Life Online section of the website and social media. The new website which launched in December has an improved section for promotion of future events.</p>
C2.1.1.3	<p>Promote opportunities for cultural groups to stage events consistent with Council's sponsorship policy.</p> <p><b>Signoff Authority:</b> <i>Manager Visitor Experience &amp; Events</i></p>	 25%	<p>Council sponsored The Bare Creek Trail Run which was held on Sunday 8 November and was the first COVID Safe running event to be held. The event attracted 900 runners from all over Sydney, Ku-ring-gai Council received great exposure from this event with 85% of the attendees coming from outside of the Ku-ring-gai LGA from as far as Lithgow.</p> <p>New sponsorship guidelines were developed for review and approval.</p> <p><b>Reason</b></p> <p>Further development of opportunities for cultural groups to stage events is currently on hold due to COVID-19 impacts.</p> <p><b>Remedial Action</b></p> <p>Council will continue to work with community groups to assist with sponsorship of COVID Safe events where possible.</p>
C2.1.1.4	<p>Obtain development consent for the refurbishment of the Marian Street Theatre.</p> <p><b>Signoff Authority:</b> <i>Director Strategy &amp; Environment</i></p>	 50%	<p>Assessment of the Development Application (DA) is ongoing. A meeting of the Sydney North Planning Panel to determine the DA is expected to occur in mid-2021 (June or July). The Business Case for the project has been reviewed by the Major Project Steering Committee.</p>
<b>Key Achievements</b>			
<p>Determination of the Development Application is expected to be achieved mid - 2021.</p> <p>The Business Case, confirming the Theatres' operating model, was completed late in 2020.</p>			

**Issue:** C3: Community connectedness

**Long Term Objective:** C3.1: A community where opportunities are provided for all voices to be heard and where community stewardship, participation and engagement is supported and promoted.





### Term Achievement


Code	Description	Progress
C3.1.1	<p>Enhance opportunities for social interaction to foster community participation, connectedness and a sense of pride in the community and local areas.</p> <p><b>Signoff Authority:</b> <i>Director Community</i></p>	
<b>Comments</b>		
Progressing as scheduled.		

Many of the regular services offered to community groups, residents and volunteers had to be modified due to the COVID-19 Pandemic. Due to public health orders a large number of the services operated in a modified way, enhanced online capacity and delivery or partially stopped operating during that 6 month period.

Council doubled its Community Grants Programs to assist organisations financially impacted by the pandemic and build their capacity to deliver services to residents.

### Operational Plan Tasks

Code	Description	Progress	Comments
C3.1.1.1	Resource and support local initiatives and volunteer organisations through the Ku-ring-gai Community Grants Program.  <b>Signoff Authority:</b> <i>Director Community</i>	 80%	The Ku-ring-gai Community Grants Program applications were assessed and recommendations were adopted by Council in October 2020. Funds have been distributed to local organisations to build their capacity to deliver a range of community programs in response to identified community needs.
C3.1.1.2	Coordinate the Ku-ring-gai Hornsby Volunteer Coordination Service to enhance the capacity of local organisations to deliver services to older and frail aged residents.  <b>Signoff Authority:</b> <i>Aged Services Coordinator</i>	 50%	Local community organisations were supported through dissemination of updated policy information and by extensive promotion of their volunteer opportunities. Majority of the promoted volunteer roles were to serve local older and frail aged residents in the Ku-ring-gai Hornsby LGA. When the COVID-19 restrictions eased in July, many services providers tried to resume their services delivered by volunteers. More younger volunteers registered and were referred to these organisations. From July to December, 152 volunteers were referred to relevant organisations after consultation regarding their interests, skills, availability and age – a 50% increase compared to the first half of 2020. Council provided strong support in recruiting bilingual volunteers for some organisations such as Meals on Wheels and the CASS Group who were introducing bilingual volunteers to deliver their new services/programs such as training Chinese speaking seniors to use Zoom. Around 15 bilingual volunteers were referred to three community organisations during this 6 months and some of them had been trained and successfully engaged in the weekly volunteer tasks.
<b>Challenges</b>			
As social activities in general were not fully open due to COVID-19 restrictions, people had more time to volunteer and were more likely to consider volunteering. However, about 15 percent of the expressions of interest were not genuine volunteers for the roles needed as they were looking for either one-off events or unable to commit. This increased screening for suitable volunteers for organisations in need.			
C3.1.1.3	Resource and support volunteers by providing information, training and participation opportunities and recognising their contribution to the community.  <b>Signoff Authority:</b> <i>Aged Services Coordinator</i>	 50%	Council provided a face-to-face training session on Manual Handling to 9 volunteers who provided social support service to elderly residents. A series of online training sessions covering topics from meaningful support to basic counselling skills was also provided to around 70 new and existing volunteers to improve their mental resilience in supporting older clients. In all feedback, respondents indicated that the training had met or exceeded their expectations. Customised gifts such as pocket diaries, Bunnings gift cards and tea towels were purchased to distribute to local community organisations for volunteer appreciation.
<b>Challenges</b>			
After a long period of online communication to people due to the COVID-19 safety concerns, about half of the online training participants indicated that they were screen fatigued and wished to return to face-to-face sessions soon. The uncertainty of the COVID-19 situation has made it difficult to make decisions in future planning in terms of the delivery forms.			
C3.1.1.4	Deliver environmental volunteering programs.  <b>Signoff Authority:</b> <i>Manager Environment &amp; Sustainability</i>	 50%	Suspension of the environmental volunteer programs was lifted on 12 June 2020. There was renewed interest in environmental volunteering possibly due to COVID-19 lock down restrictions. The increase in registrations resulted in over 800 volunteers contributing approx. 7,000 hours working as

			<p>individuals in small groups on over 100 sites. 32 volunteers registered for Trailcare to look after the Warrimoo Mountain Bike Track. 55 Community garden volunteers returned to their 2 sites. Less than usual Garden Shed volunteers returned due to restrictions on numbers allowed in the space available however an impressive 3,783 tube stock were produced from June to December 2020. 18 corporate volunteers contributed 72 hours to bushland rehabilitation work. 9 volunteers dedicated 197 hours helping to split over 200 Native Bee hives for sale and distribution to residents.</p> <p>Over 600 entries were received from residents for the Native Bee lottery, with 50 available to foster. Interest was received from a large corporation in supporting an extension of the Native Bee program.</p>
<b>Challenges</b>			
<p>- Keeping volunteers motivated to return to their sites after suspension of programs.</p> <p>- Organising community planting for 57 participants when National Tree Day was cancelled. - Splitting 230 hives under logistically difficult circumstances.</p> <p>- Receiving over 600 entries for the Bee lottery for residents and interest from a large corporation in supporting the Native Bee program.</p>			
C3.1.1.5	<p>Encourage and support participation in lifelong learning and community connection within broad cultural, creative and information programs.</p> <p><b>Signoff Authority:</b> <i>User Experience &amp; Service Development Coordinator</i></p>	<p> 50%</p>	<p>Due to the continual restrictions of COVID-19, the Art Centre was not able to run the Children's Holiday program classes in July and the Centre was still closed to the public in the first 2 weeks of this period. Staff were busy working towards re-opening for Term 3 classes, which commenced on 20 July. Many weeks were spent preparing for a COVID-safe reopening.</p> <p>All Term 3 administrative actions were undertaken in a timely manner. Reduced numbers were in place and bookings came in. We had a 50% capacity on classes for safety and 90% of the classes returned in Term 3, which is an extremely impressive result considering the environment. The Art Centre had a positive and happy vibe when the doors reopened. Students expressed their gratitude for the amount of clear information provided on re-opening and the safety measures in place. The term was very successful and all students rebooked for Term 4, plus we had new students enrol in any vacancies.</p> <p>The third student and tutor exhibition for this period was Land, Sea, Sky, and opened on 22 October. The gallery was flooded with colour which was a well-received way to start Term 4. Online engagement levels were steady with 415 people reached and the promotional video reaching 791. Ending the year was the Exploration Exhibition, a showcase of artists with disabilities in the community. All online like the other exhibitions, but participants and their families could view the show in person after booking a timeslot. We worked with Council's Communications department to create a video to help promote the show that the Mayor opened virtually. It was a wonderful, heartfelt video that was widely viewed online via the Art Centre and Council Facebook pages reaching 7,553 people and the photo album reached 1940.</p> <p>The libraries have been working hard in this period to continue their online services, whilst face-to-face events have been on hold due to COVID-19. This period has encouraged creative and innovative ways to stay connected to the community and ensure they are engaged by the offerings. A number of creative displays have taken place in this period.</p> <p>Gordon had some interesting book displays throughout October starting with the Spring Display on 1 October. This highlighted the beginning of spring and included topical adult non-fiction and fiction books</p>




			<p>as well as materials relating to gardening, flowers and books with 'Spring' in the titles. 13 October presented a Bird Week 2020 display which saw a selection of children's books and a variety of non-fiction and fiction titles relating to birds. R U OK Day was also an important display in October, to help patrons browse the collection for topics on mental health.</p> <p>Other displays during the period included Australian Reads in November which supported and encouraged the joy of reading, Remembrance Day featuring local historical images from WWI and posters supplied by the War Memorial and a range of books about the war effort were interspersed with hand-knitted poppies from a past Gordon Knitting Group.</p> <p>There were some impressive online statistics for the libraries in the period with the Peter Hambrook Facebook Livestream author event well received with 21 likes and 18 positive comments. The Richard Glover online event had 77 bookings. The top video Livestream was Diwali Storytime up 8.42% from the previous quarter. The 'Five Reasons Why' - Talking about books for children, young adults and adults Livestream event, had 742 views over 8 sessions.</p>
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### Key Achievements

Art Centre re-opening for term classes and exhibitions via online and by appointment viewing, praised and highly commended by the community.

The libraries have delivered a number of engaging and interesting online programs in this period, with impressive engagement statistics.

C3.1.1.6	<p>Develop and deliver information collections, including local studies and electronic resources, that reflect cultural diversity and pride in local community.</p> <p><b>Signoff Authority:</b> <i>User Experience &amp; Service Development Coordinator</i></p>	 50%	<p>Ku-ring-gai Library continues to stay very popular in the community, as evidenced by visitation and increased usage of our resources. E-resources usage has been on an upward spiral for some time, coupled with the restrictions and lockdowns the increase was phenomenal in the first half of this financial year, with 123,735 e-resources accessed, up by 128% compared to the same time last year.</p> <p>The Information Services team has been following up customer requests and keeping them informed of changed publication dates and impacts to reserved books due to the pandemic. Enhancing customer service, the library handled 624 customer request for titles in this period.</p> <p>The local studies team fielded 70 enquiries relating to family history, property research, databases, archival materials, image requests, etc. Requests came from the public, council colleagues, and heritage consultants.</p> <p>The main highlight was the Library 75th Anniversary celebration, which included a digital history display at all our branches, a cabinet display of library ephemera for Gordon and the time capsule contents display and a competition for "Library Favourite Memory," which will be collected for the Archives.</p> <p>Our home library service and Librarian customers who were the most vulnerable age group, were most appreciative of the library services as the library resources were the only source of safe entertainment during the pandemic. A total of 8,695 books, magazines and audio-visual resources were delivered during the first half of this financial year.</p>
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### Key Achievements

The Library's 75th Anniversary celebration which included a digital history display at all our branches, a cabinet display of library ephemera for Gordon and the time capsule contents display. E-resources usage has been on an upward spiral for some time and was up by 128% as compared to the same time last year.



**Issue:** C4: Healthier lifestyles

**Long Term Objective:** C4.1: A community that embraces healthier lifestyle choices and practices.

### Term Achievement

Code	Description	Progress
C4.1.1	A range of cultural, recreational and leisure facilities and activities are available to encourage social interaction and stimulate everyday wellbeing.  <i>Signoff Authority: Director Community</i>	
<b>Comments</b>		
<p>Progressing as scheduled.</p> <p>A number of programs, healthy lifestyle workshops and recreation programs continued during this period under modified conditions due to the COVID-19 pandemic. Council continued to work with community groups to improve community and recreational facilities and to seek capital grant funding to provide opportunities that encourage social interaction.</p>		


### Operational Plan Tasks

Code	Description	Progress	Comments
C4.1.1.1	Healthy and active lifestyle programs and activities are delivered in collaboration with agencies and partners.  <i>Signoff Authority: Director Community</i>	 50%	Active Ku-ring-gai, youth, aged, multicultural and disability services programs continued to be planned and provided consistent with existing public health orders.
C4.1.1.2	Deliver and support programs and events that improve the wellbeing of the community.  <i>Signoff Authority: Manager Technical Services</i>	 50%	During the period Council, continued to liaise with sporting clubs to improve facilities at sporting locations, seek ideas on upgrades and work together to seek joint grant funding to improve areas as required.


**Issue:** C5: Community safety


**Long Term Objective:** C5.1: A community where residents feel safe and enjoy good health.

### Term Achievement

Code	Description	Progress
C5.1.1	Programs are implemented to manage risks and impacts on public safety.  <i>Signoff Authority: Director Development &amp; Regulation</i>	
<b>Comments</b>		
<p>Regulation and Compliance progressed generally as scheduled with some impacts and additional workloads due to restrictions and additional health and safety requirements of COVID-19. COVID-19 updates and checklists continued to be emailed to all businesses within Council's register during the period to provide assistance and help. Fire maintenance contractors have had difficulties gaining access to properties to inspect and carry out maintenance works due to COVID-19 which therefore impacted on the submission of the Annual Fire Safety Statement to both Council and NSW Fire and Rescue.</p> <p>Council continued to undertake swimming pool barrier inspections, issue certificates of compliance and non-compliance and deal with complaints pursuant to the NSW Swimming Pools Act 1992 in accordance with the NSW Government inspection instructions.</p> <p>During the period, Council's Environmental Health Officers attended to complaints and conducted inspections in accordance with the NSW Food Authority and Government inspection restrictions.</p> <p>Council's regulatory team assisted in the monitoring COVID-19 social distancing rules within Council's parks, ovals and facilities.</p>		




### Operational Plan Tasks

Code	Description	Progress	Comments
C5.1.1.1	Facilitate, resource and promote collaborative approaches to community safety that prevent anti social behaviour		Staff are currently working on a plan for the reopening of the new skate facility and youth centre at St Ives to

	and support local crime prevention initiatives.  <b>Signoff Authority:</b> <i>Director Community</i>	50%	promote safe use of those facilities and encourage young people to use their leisure time creatively. Local Area Command police meetings have been attended to discuss emerging community safety concerns and issues particularly as they relate to public health orders and the COVID-19 pandemic.
C5.1.1.2	Crime Prevention Through Environmental Design (CPTED) principles are incorporated into the design and construction of Councils Capital Works.  <b>Signoff Authority:</b> <i>Manager Technical Services</i>	 50%	- The concept plan for Narang Reserve Playground was finalised incorporating CPTED principles. - Ongoing consultation is being undertaken with shopkeepers at Fox Valley Road to finalise concept plan inclusive of CPTED principles. - A meeting was held with the Local Area Command on the tender package for St Ives Village Green recreation precinct and tender released inclusive of CCTV.


### Key Achievements

- St Ives Village Green Recreation Precinct released to tender
- Narang Reserve Playground Concept finalised
- St Ives Showgrounds construction completed
- Putarri Reserve construction completed
- Abingdon Road Playground construction completed


C5.1.1.3	Implement the Companion Animals Plan 2017-2020.  <b>Signoff Authority:</b> <i>Manager Compliance &amp; Regulation</i>	 50%	Council's regulatory team are working in accordance with the Companion Animals Management Plan 2017-2020. COVID-19 Public health social distancing and public gathering restrictions have had significant impacts on organised events. The Companion Animal Management Plan 2020-2025 was developed and was agreed that the draft Ku-ring-gai Companion Animals Management Plan 2020-2025 will be placed on public exhibition for a period of 28 days and then reported back to Council.
C5.1.1.4	Prepare a new Companion Animals Plan 2020-2025 for Council adoption.  <b>Signoff Authority:</b> <i>Manager Compliance &amp; Regulation</i>	 50%	The Companion Animal Management Plan 2020-2025 was developed and was adopted by Council to be placed on public exhibition for a period of 28 days and then reported back to Council. The draft Companion Animals Management Plan 2020-2025 was not placed on public exhibition during this reporting period.
C5.1.1.5	Ensure all buildings and multi-occupancy residential buildings are compliant with Council's Annual Fire Safety program.  <b>Signoff Authority:</b> <i>Manager Compliance &amp; Regulation</i>	 50%	Council continued to manage the fire safety program which has progressed and is on track for the period. Renewal, reminder and follow up letters continued to be sent to property owners or their representatives within Council's essential services register during the period. An additional 5 properties have been added to the register during the period, bringing the number of properties to 1,139 on Council's register. Council continued to issue fire safety orders to owners of residential/commercial properties to upgrade their fire safety systems and work with local building owners who are required to upgrade their façade materials to due to flammable nature of some aluminium cladding panels during the period. Fire maintenance contractors are having difficulties gaining access to properties to inspect and carry out maintenance works due to COVID-19 which therefore impacts on the submission of the Annual Fire Safety Statement to both Council and NSW Fire and Rescue.

### Challenges

Access to buildings remains difficult during COVID-19 restrictions to inspect and carry out maintenance.


C5.1.1.6	Undertake mandatory inspections of swimming pools as prescribed under legislation.	 50%	Council continued to undertake swimming pool barrier inspections, issue certificates of compliance and non-compliance and deal with complaints pursuant to the
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	<p><b>Signoff Authority:</b> Manager Compliance &amp; Regulation</p>		<p>NSW Swimming Pools Act 1992 in accordance with the NSW Government inspection instructions.</p> <p>During the period Council issued 75 Directions (orders) to upgrade non complying swimming pool barriers to bring into compliance. Council issued penalty infringement notices valued at \$12,210.00, for non-compliance with NSW Swimming Pools Act 1992.</p> <p>There are currently 16,578 swimming pools or spas within the Ku-ring-gai LGA on the NSW swimming pool register.</p> <p>Pools registered on the NSW swimming pools register are now identified on Council's Geographic Information mapping system (GIS) and is updated monthly.</p>
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C5.1.1.7	<p>Implement the Food Safety Protection program in accordance with the NSW Food Authority Agreement.</p> <p><b>Signoff Authority:</b> Manager Compliance &amp; Regulation</p>	<p> 50%</p>	<p>During the period, Council's Environmental Health Officers attended to complaints and conducted inspections in accordance with the NSW Food Authority and Government inspection restrictions. Officers have continued to conduct surveillance and distribute information to food shop operators in accordance with advice of the NSW Food Authority and NSW Health during the COVID-19 restrictions. Charges for inspections has been put aside, with a review to occur in March 2021.</p>
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#### Challenges


Officers have been attending to reports of anomalies and assisting NSW Health in educating retailers of their COVID safe responsibilities.

C5.1.1.8	<p>Maintain Council's register and responsibilities for managing regulated premises.</p> <p><b>Signoff Authority:</b> Manager Compliance &amp; Regulation</p>	<p> 50%</p>	<p>Council's register is up to date and is continuing to be maintained and monitored on an ongoing basis during the period with reports being submitted to NSW Health as required. Council has undertaken inspections of regulated premises that operate as skin penetration businesses during the period to ensure compliance as permitted under the COVID-19 Government inspection requirements.</p> <p>COVID-19 updates and checklists have continued to be emailed to all businesses within Council's register during the period to provide assistance and help.</p>
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**Issue:** C6: Housing choice and affordability

**Long Term Objective:** C6.1: Housing diversity, adaptability and affordability is increased to support the needs of a changing community.




#### Term Achievement

Code	Description	Progress
C6.1.1	<p>Council's planning approach to the provision of housing across Ku-ring-gai is responsive and addresses the supply, choice and affordability needs of the community and the changing population.</p> <p><b>Signoff Authority:</b> Director Strategy &amp; Environment</p>	<p></p>

#### Comments

The Draft Ku-ring-gai Housing Strategy was amended in accordance with the Council resolution of 22 September 2020 and was submitted to the Department of Planning, Industry and Environment (DPIE) on Monday 14 December 2020 for review and approval. In the interim as per Council's adopted Local Strategic Planning Statement (LSPS), work has commenced on an affordable housing paper and a Ku-ring-gai specific medium density complying development code.


## Operational Plan Tasks

Code	Description	Progress	Comments
C6.1.1.1	Commence implementation of the Ku-ring-gai Housing Strategy to 2036.  <b>Signoff Authority:</b> <i>Manager Urban Planning</i>	 50%	On 22 September 2020, Council resolved to pursue a housing strategy that would provide new housing to the year 2036 from existing capacity within Ku-ring-gai's current planning controls. This resolution was subject to a rescission motion, considered by Council at its meeting of Tuesday 22 October 2020. The rescission motion was unsuccessful.  The exhibited Draft Ku-ring-gai Housing Strategy was amended in accordance with Council's resolution of 22 September 2020 and was submitted to the Department of Planning, Industry and Environment on Monday 14 December 2020 for review and approval. Once approval is provided formal implementation of the housing strategy can commence.
C6.1.1.2	Develop strategies and models that will assist the provision of affordable housing choices consistent with the Local Strategic Planning Statement (LSPS).  <b>Signoff Authority:</b> <i>Manager Urban Planning</i>	 50%	The preparation of an affordable housing position paper has commenced. This builds on the research and findings contained in the Housing Needs Study prepared as part of the Housing Strategy.
C6.1.1.3	Identify opportunities to provide a range of housing choices as part of the implementation of the Ku-ring-gai Housing Strategy to 2036.  <b>Signoff Authority:</b> <i>Manager Urban Planning</i>	 50%	Work has commenced on the development of a Ku-ring-gai specific medium density complying development model consistent with the actions under planning priority K4 of the Local Strategic Planning Statement.
<b>Key Achievements</b>			
An appropriate local response to providing medium density housing for Ku-ring-gai is being prepared.			



**Issue:** C7: Emergency management

**Long Term Objective:** C7.1: An aware community able to prepare and respond to the risk to life and property from emergency events.

### Term Achievement

Code	Description	Progress
C7.1.1	Emergency Management Plans are developed and implemented, in partnership with emergency service agencies and key stakeholders.  <b>Signoff Authority:</b> <i>Director Operations</i>	
<b>Comments</b>		
Progressing as scheduled.  Ku-ring-gai Council has been actively involved with the review of the Local Emergency Management Plan with all stakeholders. This has included the update of all demographic information for Hornsby and Ku-ring-gai local government areas. Significant input into the Hornsby Ku-ring-gai Bushfire Risk Management Plan has also been undertaken through the fuel management subcommittee that meets regularly. Work will continue throughout the next reporting period.		
<b>Key Achievements</b>		
Securing of \$800,000 in grant funding from RFS to improve the fire trail network connecting North Wahroonga to North Turramurra. This work is in addition to all treatments already identified for bushfire mitigation.		


## Operational Plan Tasks

Code	Description	Progress	Comments
C7.1.1.1	Implement and report on the Emergency Management Plan (EMPLAN) in consultation with the Hornsby Ku-ring-gai Local Emergency Management Committee.  <b>Signoff Authority:</b> <i>Director Operations</i>	 50%	An update of the EMPLAN is continuing in consultation with LEMC members. The last quarter has included the requirement to consider COVID Safe evacuation centres on the advice of NSW Health and specific kits have been rolled out to assist with this requirement.
C7.1.1.2	Implement the Hornsby Ku-ring-gai Bush Fire Risk Management Plan, in consultation with the Hornsby Ku-ring-gai Bush Fire Management Committee.  <b>Signoff Authority:</b> <i>Manager Infrastructure Services</i>	 50%	Council continues to participate as an active member of the Hornsby Ku-ring-gai Bushfire Management Committee with organisational representatives attending the monthly fuel management subcommittee meetings to discuss bushfire hazard reduction activities.

### Key Achievements

Council will be actively participating in the development of the new Hornsby Ku-ring-gai Bushfire Risk Management Plan. The plan will provide strategic direction for bushfire hazard reduction works from 2022-27.

Council was also successful in receiving NSW Rural Fire Service funding (Fire Access & Fire Trail Plan FAFT) to upgrade the strategic Grosvenor - Gwydir fire trail to meet the new RFS Fire Trail Standards. The trail provides a strategic link for bushfire suppression activities from Nth Wahroonga to Nth Turramurra. Estimated value of the project is 800k and the works will be delivered by NSW Soil Conservation Services.

C7.1.1.3	Complete flood risk management studies in consultation with the Flood Risk Management Committee and investigate priority management actions.  <b>Signoff Authority:</b> <i>Manager Environment &amp; Sustainability</i>	 50%	The Middle Harbour Southern Catchments Flood Study is ongoing with the draft flood mapping expected to be provided in May 2021. The Middle Harbour - Northern Catchments Flood Study is ongoing with the initial community consultation period finishing in December 2020. The Lane Cove - Northern Catchments Flood Study project has also been successful in receiving funding and will soon commence.
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### Key Achievements

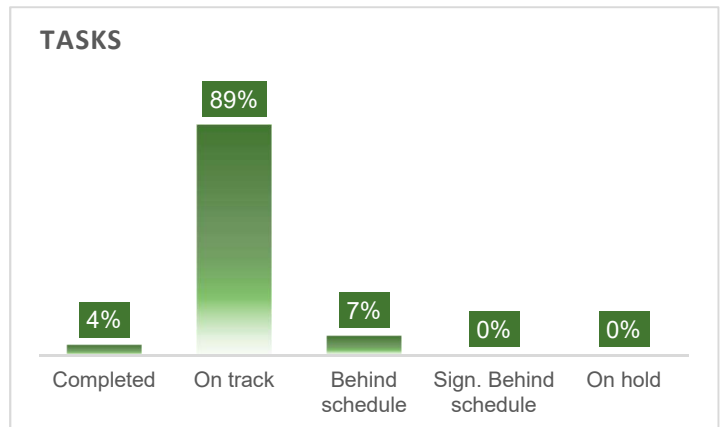
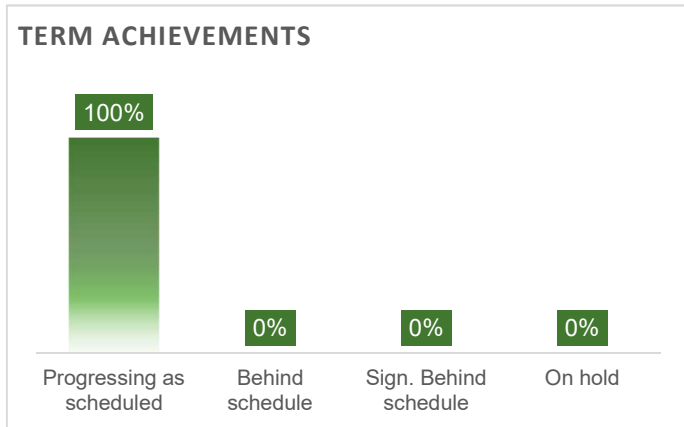
Successfully received funding from the Department Planning, Industry and Environment for the Lane Cove - Northern Catchments flood study project.



## THEME 2 NATURAL ENVIRONMENT

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

### Performance summary



### Key achievements

- Council's programs including WildThings, WhatsOn Calendar, Sustainability eNews, Bushcare, fauna monitoring and others continue to be well subscribed and receive positive feedback from the community. These programs are supported by Council's expanded online presence through social media and website updates.
- Council has developed draft Plans of Management for Natural Areas and the St Ives Showground and Precinct Land.
- Council has procured canopy mapping data to inform the green grid strategy and urban forest monitoring.
- The Climate Wise Communities program won the LGNSW RH Doherty Excellence in Communication award and was runner up in the Cities Power Partnership awards - Community Resilience through Technology Innovation, LGNSW awards Excellence in the Environment and Resilience NSW awards.
- Adoption of new targets: net zero emissions for Council operations by 2040, or earlier; net zero emissions for the Ku-ring-gai community by 2040, or earlier; 100% renewable energy for Council operations by 2030, whilst pursuing efforts to reach this by 2025.

### Challenges


- Adjustments to environmental programs and resources to meet COVID-19 restrictions.

## Full progress report


**Issue:** N1: Appreciating Ku-ring-gai's unique natural environment

**Long Term Objective:** N1.1: A community empowered with knowledge, learning and information that benefits the environment.

### Term Achievement


Code	Description	Progress
N1.1.1	Increased community understanding of the value of the natural environment and local environmental issues and impacts.  <i>Signoff Authority: Director Strategy &amp; Environment</i>	
<b>Comments</b>		
Progressing as scheduled. Council's broad range of programs and community rebates continue to engage the Ku-ring-gai community on environmental and sustainability issues. Particularly through Council's use of social media and electronic platforms.		
<b>Key Achievements</b>		
Council's programs including WildThings, WhatsOn Calendar, Sustainability eNews, Bushcare, fauna monitoring and others continue to be well subscribed and receive positive feedback from the community. These programs are supported by Council's expanded online presence through social media and website updates. Council programs continue educate, support and empower community understanding of the value of the natural environment and local environmental issues and impacts.		

### Operational Plan Tasks



Code	Description	Progress	Comments
N1.1.1.1	Utilise a variety of communication mechanisms and channels for different target groups to deliver environmental information.  <i>Signoff Authority: Manager Environment &amp; Sustainability</i>	 50%	Council continued to engage the community on a range of environmental and sustainability programs during the reporting period. Council's Loving Living Ku-ring-gai Facebook page now has 4,924 followers and in the last six months posts on this page registered a total of 491,500 impressions in the feeds of its followers and were engaged with (shared, clicked, commented) 14,242 times. The Loving Living Ku-ring-gai Twitter account has 673 followers. The Envirotube channel on YouTube now has 3,130 subscribers and the videos on the channel have registered 691,058 views. Our Environment and Sustainability pages on Councils website has recorded a sharp increase rising to 38,104 views. We have 2,065 subscribers who receive our six monthly What's on Calendar of events and the monthly sustainability e-news has risen to 4,386 subscribers, who clicked on articles 2,174 times this period.





**Term Achievement**

Code	Description	Progress
N1.1.2	Increased community action that benefits the natural environment.  <i>Signoff Authority: Director Strategy &amp; Environment</i>	
Comments		
<p>Progressing as scheduled.</p> <p>Programs focusing on environment and sustainability continue to achieve high registration and attendance. Rebates and subsidies, supported by the Environmental Levy, have been successfully used to promote positive change at an individual and community level to promote actions beneficial to the environment. A focus on business sustainability through the Better Business Partnerships Program and Smart Schools Program have been very successful in empowering those sectors to make positive environmental behavioural changes.</p>		

**Operational Plan Tasks**


Code	Description	Progress	Comments
N1.1.2.1	Deliver environmental resources and programs for residents.  <i>Signoff Authority: Manager Environment &amp; Sustainability</i>	 50%	<p>Council's Loving Living Ku-ring-gai events program was affected by COVID-19 with most events remaining online via Zoom presentation between July to December.</p> <p>15 events were held including a native bee presentation, Green Cleaning with local MOSS House presenters and an Eco playdough workshop for kids at the Wildflower Garden. Our Powerful Owl and Spring Edible Gardening workshops were our most well-attended, with a total of 672 residents attending and tuning in during the entire period. This is a significant increase on the same period last year.</p> <p>Our Climate Wise Communities (CWC), severe weather preparedness program, attracted 3,451 unique views to its website during this period.</p> <p>Compost Revolution saw the sale and delivery of 104 compost bins and 41 worm farms to residents.</p> <p>Council's Bushcare, Streetcare and Parkcare programs have seen an increase in volunteers with 803 residents now contributing to our initiatives. They are working within COVID-19 restriction guidelines.</p>
N1.1.2.2	Deliver environmental resources and programs for businesses.  <i>Signoff Authority: Manager Environment &amp; Sustainability</i>	 50%	<p>The Better Business Partnership (BBP) program continued to progress this reporting period with accreditations picking up towards the end of the year. Total accreditations (including re-accreditations) are 45 for July to November: Ku-ring-gai 12 North Sydney 11 Willoughby 22.</p> <p>The BBP website Find a Better Business Page was updated with new search functionality and BBP Customer Request Management (CRM) reporting enhancements completed.</p> <p>An online networking event with Adam Axford Magician was held 25 November with 25 attendees and received positive feedback from a number of participating businesses.</p>

N1.1.2.3	Deliver environmental resources and programs for schools, children and young people.  <b>Signoff Authority:</b> <i>Manager Visitor Experience &amp; Events</i>	 50%	Programs continued to be delivered during the period including the following: * nine (9) week Junior Rangers Club ran during Term 4 with 51 children attending * the Summer School Holiday Program was held during the school holidays (excluding period between Christmas and New Year) with double the capacity of previous school holiday programs * school excursions returned after the break due to the COVID-19 pandemic * a rebrand and relaunch of Wild Birthday parties * the expansion of Junior Rangers program.
N1.1.2.4	Develop a detailed design for a Cultural and Environmental Education Centre and secure funding for its construction.  <b>Signoff Authority:</b> <i>Director Strategy &amp; Environment</i>	 50%	A submission for a Review of Environmental Factors (REF) for the Cultural Education and Environment Centre (CEEC) was completed. The lodgement of the submission now needs to wait for approval of the Plan of Management (POM) for the St Ives Showground by the Department of Crown Lands as the CEEC is now included in the POM.



**Issue:** N2: Natural areas





**Long Term Objective:** N2.1: Our bushland is rich with native flora and fauna.

### Term Achievement


Code	Description	Progress
N2.1.1	The condition of bushland and the conservation of native flora and fauna have improved.  <b>Signoff Authority:</b> <i>Director Strategy &amp; Environment</i>	
<b>Comments</b>		
<p>Progressing generally as scheduled.</p> <p>Council continued to implement actions from the Biodiversity Policy and developed site management plans for priority reserves. During the period an increase in unauthorised track construction has impacted the health and resilience of some bushland reserves and resourcing for bush regeneration has been diverted to rehabilitation. Fauna monitoring continued to contribute to the understanding of species diversity and abundance within the Ku-ring-gai area.</p> <p>Council issued contracts for bush regeneration for many key reserves and incorporated specific objective monitoring within the scope of works.</p> <p>This period Council has reviewed key documents and Plans of Management, including the Natural Areas Plan of Management and the St Ives Precinct Lands Plan of Management. Council worked closely with State Government Departments on a number of conservation initiatives.</p>		

### Operational Plan Tasks



Code	Description	Progress	Comments
N2.1.1.1	Develop a Ku-ring-gai Natural Areas Plan of Management and implement priority actions.  <b>Signoff Authority:</b> <i>Manager Environment &amp; Sustainability</i>	 50%	Council commissioned consultants WSP Pty Ltd to prepare a new Natural Areas Plan of Management. The draft Plan of Management has been reviewed by Council and is now being finalised for Council approval to go to Crown Lands. The Native Title Advice Report has also commenced and should be completed in early 2021.
N2.1.1.2	Implement priority actions in the Biodiversity Policy and implement the biodiversity monitoring program.  <b>Signoff Authority:</b> <i>Manager Environment &amp; Sustainability</i>	 50%	Council's fauna biodiversity program continued to track the population health and abundance of key species benefiting from conservation management and planning decisions and through community engagement aspects of the monitoring program. Pygmy-possum activity detected via nest box checks and remote camera footage was undertaken at Council's reserves. Collaboration with the NSW Department of Planning, Industry and Environment-Saving our Species program helped support the actions and monitoring for three projects dealing with

			threatened species. Microbat monitoring was undertaken at many sites to assess diversity and abundance of microbats and inform future site management. Collaboration with tertiary institutions to support five ecological research projects was undertaken.
N2.1.1.3	<p>Implement priority actions in the Fauna Management Policy and implement the fauna monitoring program.</p> <p><b>Signoff Authority:</b> <i>Manager Environment &amp; Sustainability</i></p>	 50%	<p>Fauna monitoring continued to be carried out in Council natural areas, contributing to Council's BioBase database and also engaging residents who volunteer through Council's WildThings programs. The data collected has been periodically uploaded to NSW Stage Government databases and is used to inform conservation management and environmental impact assessments.</p> <p>A review of the Flying-fox Plan of Management commenced to ensure Council continues to demonstrate best practice in the management of the Ku-ring-gai Flying-fox Reserve.</p>
N2.1.1.4	<p>Review service level agreements for bushland maintenance activities and develop maintenance delivery schedules.</p> <p><b>Signoff Authority:</b> <i>Manager Infrastructure Services</i></p>	 45%	<p>Work orders have been established for all assets with service levels yet to be reviewed.</p> <p><b>Reason</b></p> <p>Progress on this project has been delayed due to the need to elevate the delivery priority of the NSW Rural Fire Service funded fire trail works.</p> <p><b>Remedial Action</b></p> <p>It is anticipated that once the planning of the fire trail project has been completed and works have commenced this will enable more time complete this task.</p>
N2.1.1.5	<p>Implement site management plans for priority bushland reserves and implement a monitoring program.</p> <p><b>Signoff Authority:</b> <i>Manager Infrastructure Services</i></p>	 100%	<p>Site management plans have been completed for all priority sites where bushland restoration works (bush regeneration) are taking place by both Council resources and levy funded contractors.</p>
N2.1.1.6	<p>Implement the Ku-ring-gai Biodiversity Offsetting Code of Practice for Council owned or care, control and managed land.</p> <p><b>Signoff Authority:</b> <i>Manager Environment &amp; Sustainability</i></p>	 40%	<p>The draft Ku-ring-gai Biodiversity Offsetting Code of Practice continued to be implemented for Council projects but is yet to be finalised. A review is to be undertaken in the second half of this financial year to ensure alignment to best practice and legislative changes and to finalise the draft documents.</p> <p><b>Reason</b></p> <p>Staff resourcing has contributed to the delay of the Task.</p> <p><b>Remedial Action</b></p> <p>Key staff to be engaged for the completion of the Task.</p>

**Term Achievement**

Code	Description	Progress
N2.1.2	Ecological protection and understanding is integrated into land use planning.  <i>Signoff Authority: Director Strategy &amp; Environment</i>	
<b>Comments</b>		
<p>Progressing as scheduled.</p> <p>Council's environmental policies and strategies continued to be implemented across Council departments. Plans of Management pursuant to the Crown Land Management Act, Local Government Act and Native title Act are in the process of being developed. These documents will guide conservation management and articulate permitted and prohibited activities in Council's reserves.</p> <p>Council working groups continued to raise potential environmental impacts and integrate best practice across the areas of water management, biodiversity management and recreation management.</p> <p>Council biodiversity monitoring programs continued to obtain data improving our understanding of the biodiversity values of the Ku-ring-gai area and informing environmental impact assessments.</p>		
<b>Key Achievements</b>		
<ul style="list-style-type: none"> <li>* The development of draft Plans of Management for Natural Areas and the St Ives Showground and Precinct Land.</li> <li>* The establishment of an interdepartmental Water Management Group.</li> <li>* Procurement of canopy mapping data to inform green grid strategy and urban forest monitoring.</li> </ul>		


**Operational Plan Tasks**

Code	Description	Progress	Comments
N2.1.2.1	Continually review and implement guidelines, processes and templates for environmental assessments.  <i>Signoff Authority: Manager Environment &amp; Sustainability</i>	 50%	Council is continuing to streamline procedures and assessments for exempt and minor Council works. A further review of Council's templates for larger assessments, including our Review of Environmental Assessment Reporting are planned for later this financial year. A benchmark review of processes undertaken by other Councils will be completed this financial year with an emphasis on streamlining assessment without impacting environmental values.
N2.1.2.2	Apply development assessment controls and conditions to ensure new development reflects government legislation and Council's adopted Local Environment Plans and Development Control Plans with regards to riparian and biodiversity provisions.  <i>Signoff Authority: Manager Development Assessment Services</i>	 50%	The landscape and ecological assessment team continue to apply all relevant controls and government legislation to achieve the objectives of Council's Local Environmental Plans and Development Control Plans to improve the quality of development proposals in respect of the team's areas of expertise particularly in relation to riparian biodiversity mapped areas.




**Issue:** N3: Natural waterways

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


### Term Achievement

Code	Description	Progress
N3.1.1	The condition of natural waterways and riparian areas have improved.  <i>Signoff Authority: Director Strategy &amp; Environment</i>	
<b>Comments</b>		
<p>Progressing as scheduled.</p> <p>Council continued to implement actions from the Water Sensitive City Policy. Maintenance and scheduled cleaning of Maintain water sensitive urban design (WSUD) devices continued with comprehensive cleans completed on two (2) gross pollutant traps and street sweeping services as scheduled. Tender documents for a new cleaning contract have been sent to market. Work continued on the development of a Water Sensitive Cities Strategy and an interdisciplinary water management group has been created.</p>		
<b>Key Achievements</b>		
<ul style="list-style-type: none"> <li>* Establishment of an inter-disciplinary and cross departmental Water Management Group.</li> <li>* Preparation of a gross pollutant trap (GPT) tender.</li> <li>* Improvements to asset management through Council's TechnologyOne software.</li> </ul>		


### Operational Plan Tasks

Code	Description	Progress	Comments
N3.1.1.1	Participate in research programs and partnerships to advance water management.  <i>Signoff Authority: Manager Environment &amp; Sustainability</i>	 50%	Council continued to participate in the Cooperative Research Centre (CRC) for Water Sensitive Cities and other partnership projects such as the Hawkesbury-Nepean Coastal Management Program Project.
N3.1.1.2	Implement priority actions in the Water Sensitive City Policy, develop and implement Water Sensitive City Strategy.  <i>Signoff Authority: Manager Environment &amp; Sustainability</i>	 50%	<p>Council continued to implement tasks from the Water Sensitive City Strategy. Council have also formed a Water Management Working Group to deal with cross departmental and integrated water management issues.</p> <p>Councils Environmental Engineer has started a review of other land managed Water Sensitive City Strategies and has commenced the development of a draft strategy for Ku-ring-gai. A consultant will help with finalising document and graphics.</p>
<b>Key Achievements</b>			
A key achievement has been the setting up of the internal Water Management Group and sharing of the draft Strategy with other Council Departments.			
N3.1.1.3	Maintain water sensitive urban design (WSUD) devices in accordance with asset management plan service levels.  <i>Signoff Authority: Manager Waste &amp; Cleaning Services</i>	 50%	<p>The cleaning of WSUD devices continued via a contractor for pit inserts, sediment basins and gross pollutant traps removing litter and silt from waterways. Street sweeping services have also continued for the scheduled removal of materials in the street gutters before they are captured by WSUD devices. Additional street sweeping has been organised for several car parks in the LGA. COVID-19 continues to have an impact on street sweeping with additional cars parked in Council streets due to residents working from home.</p>

## Term Achievement

Code	Description	Progress
N3.1.2	Utilisation of water harvesting and reuse has increased at Council owned facilities.  <i>Signoff Authority: Director Operations</i>	
<b>Comments</b>		
Progressing as scheduled. Council continued with water harvesting and reuse programs at Council facilities across the area during the reporting period. A monitoring program is being implemented to check tank levels at each site which allows for better forecasting of irrigation requirements.		


## Operational Plan Tasks

Code	Description	Progress	Comments
N3.1.2.1	Manage water harvesting and reuse sites according to Water Reuse Management Plans, maintenance programs and the Asset Management Strategy.  <i>Signoff Authority: Manager Infrastructure Services</i>	 50%	All water harvesting sites are operational and are providing good support to rainfall. Both golf courses are almost solely existing on the use of recycled sewerage water. Irrigation has been increased in the recent months due to the warmer weather and water harvesting has been a valuable tool. Several ovals now are completely reliant on harvested water. A good example of this is Roseville Chase Oval, where both oval and amenities block are using recycled water.


**Issue:** N4: Climate change

**Long Term Objective:** N4.1: A community addressing and responding to the impacts of climate change and extreme weather events.


## Term Achievement

Code	Description	Progress
N4.1.1	The community is effectively informed and engaged on climate change impacts and responses.  <i>Signoff Authority: Director Strategy &amp; Environment</i>	
<b>Comments</b>		
Progressing as scheduled. The Ku-ring-gai community has been engaged on climate change issues through sustainability news and events, encouraged to take positive actions through rebates and informative and well attended online events. The community has also been engaged on emergency preparedness through the Climate Wise Communities and 3D Simtable program.		
<b>Key Achievements</b>		
The Climate Wise Communities program won the LGNSW RH Doherty Excellence in Communication award and was runner up in the Cities Power Partnership awards - Community Resilience through Technology Innovation, LGNSW awards Excellence in the Environment and Resilience NSW awards.		



## Operational Plan Tasks

Code	Description	Progress	Comments
N4.1.1.1	Deliver the Climate Wise Communities program to build community resilience to the impacts of climate change and extreme weather events.  <i>Signoff Authority: Manager Environment &amp; Sustainability</i>	 50%	Council continued to deliver the Climate Wise Communities (CWC) / Simtable workshops online during the reporting period. There was an increase in the delivery of CWC presentations to primary students at the Wildflower Garden. More Councils are adopting CWC as well as community fire agencies in the USA.

**Term Achievement**

Code	Description	Progress
N4.1.2	Council's vulnerability to climate change is reduced.  <i>Signoff Authority: Director Strategy &amp; Environment</i>	
<b>Comments</b>		
<p>Progressing as scheduled.</p> <p>Council's updated Climate Change Policy and Action Plan were adopted during the period.</p> <p>Council continued to provide input into the Local Emergency Management Committee (LEMC) and seek opportunities to expand the use case for the Simtable including training with local agencies.</p> <p>Council continued to investigate market opportunities for a renewable energy procurement strategy and to identify factors affecting cost/risk/benefit.</p>		
<b>Key Achievements</b>		
Adoption of new targets: net zero emissions for Council operations by 2040, or earlier; net zero emissions for the Ku-ring-gai community by 2040, or earlier; 100% renewable energy for Council operations by 2030, whilst pursuing efforts to reach this by 2025.		


**Operational Plan Tasks**

Code	Description	Progress	Comments
N4.1.2.1	Implement priority actions in the Climate Change Adaptation Strategy.  <i>Signoff Authority: Manager Environment &amp; Sustainability</i>	 50%	<p>The Simtable has been offered to other Council departments to use for strategic purposes with several showing interest. It would be useful for community engagement around large developments in the area.</p> <p>In conjunction with Council's Bushfire Officer, Council continued to provide input into the Local Emergency Management Committee (LEMC) and has participated in a simulated bushfire emergency exercise (IMX) involving NSW Rural Fire Service, Police, National Parks, Ambulance and State Emergency Service.</p>
N4.1.2.2	Review the Climate Change Policy and implement priority actions.  <i>Signoff Authority: Manager Environment &amp; Sustainability</i>	 50%	<p>In the reporting period Council's updated Climate Change Policy and Action Plan was adopted, leading to strengthened greenhouse gas emissions targets for Council, a renewable energy target for Council, and a new greenhouse gas emissions target for the community that align with objectives of the Paris Agreement to limit global heating to 1.5 degrees.</p> <p>To guide Council strategy on the new policy and action plan, an internal strategy workshop was undertaken and a Request for Quotation (RFQ) was developed to undertake community consultation on the pathways to reach net zero emissions across the Ku-ring-gai community.</p> <p>A sensitivity analysis and modelling was also undertaken to inform Council's renewable energy procurement strategy, and to identify factors affecting cost/risk/benefit of different procurement options.</p>





**Issue:** N5: Sustainable resource management

**Long Term Objective:** N5.1: A community progressively reducing its consumption of resources and leading in recycling and reuse.



### Term Achievement

Code	Description	Progress
N5.1.1	The community is effectively engaged in improved waste reduction, reuse and recycling.  <b>Signoff Authority:</b> Director Operations	
<b>Comments</b>		
Progressing as scheduled. An extensive community consultation program was undertaken to develop a new 10 year Waste Strategy and collection contract during the period. Ongoing waste education continued with schools and community including web-based education initiatives.		


### Operational Plan Tasks

Code	Description	Progress	Comments
N5.1.1.1	Deliver effective and efficient waste management services.  <b>Signoff Authority:</b> Manager Waste & Cleaning Services	 50%	Community engagement has been undertaken with a new 10 year waste strategy and extensive consultation for the new waste collection contract due to commence in September 2021.
N5.1.1.2	Finalise new Waste Collection Tender and Contract.  <b>Signoff Authority:</b> Director Operations	 90%	The Collection Contract has now been resolved by Council for commencement in September 2021.
N5.1.1.3	Deliver community waste education programs.  <b>Signoff Authority:</b> Manager Waste & Cleaning Services	 50%	Waste education has continued this reporting period including a schools program, composting workshops and web based education.
N5.1.1.4	Deliver grant funded Waste Less Recycle More projects.  <b>Signoff Authority:</b> Manager Waste & Cleaning Services	 50%	Phase 3 of the multi-unit dwelling (MUD) education program was completed. Visual inspections of recycling bins from MUDs participating in the trial found a sustained reduction of 2% contamination in three months following the conclusion of the trial. Due to COVID-19 restrictions, the clothing and toy swap was put on hold and funding from the Reuse Options Project was directed to a collaboration with worn up and local schools. This project collects and recycles worn out school clothing and converts them into pet bedding, acoustic tiles and school desks. The project commenced with 5 schools participating. The Mayor launched the program at Killara Public School. The upgrade of litter bins in parks and sportsgrounds is progressing as planned. New litter enclosures have been purchased for Canoon Road Netball Courts. Bin upgrades have commenced. E-waste diversion project has been on hold due to COVID-19.




N5.1.1.5	Participate in the Northern Sydney Regional Organisation of Councils (NSROC) Regional Waste Disposal Contract.  <b>Signoff Authority:</b> <i>Manager Waste &amp; Cleaning Services</i>	 50%	Council continued with the regional waste disposal contract as part of the Northern Sydney waste alliance.
N5.1.1.6	Implement Regional Waste Plan Actions.  <b>Signoff Authority:</b> <i>Manager Waste &amp; Cleaning Services</i>	 50%	The Northern Sydney Regional Organisation of Councils (NSROC) General Managers have approved the 2 year project. Trial planning with the NSROC Food Waste Diversion Trial sub-committee is progressing.

### Term Achievement

Code	Description	Progress
N5.1.2	The community is effectively engaged in energy and water conservation and efficiency programs.  <b>Signoff Authority:</b> <i>Director Strategy &amp; Environment</i>	
<b>Comments</b>		
<p>Progressing as scheduled.</p> <p>Council's Energy Smart program continued to be successful during the period. Rebates were significantly oversubscribed indicating the success of the program and the desire within the community to take action that reduces energy and water use at a household level.</p> <p>The community was also engaged through webinars and individual Greenstyle visits were conducted to support households make positive changes for energy and water conservation.</p>		

### Operational Plan Tasks

Code	Description	Progress	Comments
N5.1.2.1	Implement programs to assist the community to reduce energy and water use.  <b>Signoff Authority:</b> <i>Manager Environment &amp; Sustainability</i>	 50%	<p>Council's Energy Smart program continued to prompt action by our residents. The rebate program was oversubscribed which has led us to temporarily close the program. So far this year 140 rebates have been disbursed, totalling \$58,750, for the installation of 41 energy efficient pool pumps, 5 window efficiency retrofit, 3 hot water systems, 17 home insulations, 74 solar PV and battery systems. Matched community investment for this period was \$1,037,225.</p> <p>Due to restrictions in place, the workshop on Solar and Battery storage was delivered as a webinar with 60 residents attending. Greenstyle advisory service provided 15 home owners with information on how to lower their energy bills, draught-proof their homes and prevent damp and mould. Our Greenstyle garden advice service conducted 19 garden visits during this period.</p> <p>As part of the Water Smart program, rebates were awarded, totalling \$13,107 for the installation of 22 rainwater tanks (with a total capacity of 91,668L). Matched community investment was \$67,637 for the period.</p>

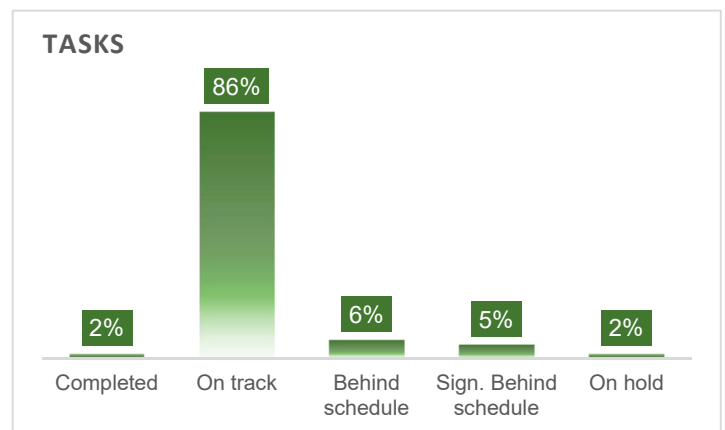
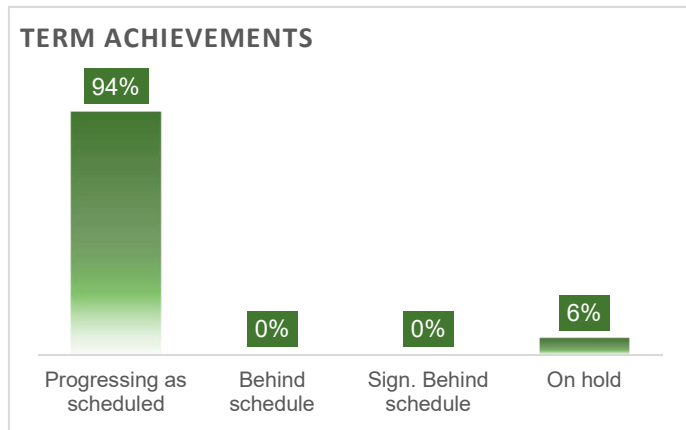


## THEME 3

### PLACES, SPACES AND INFRASTRUCTURE

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

#### Performance summary



(rounding applied)

#### Key achievements

- Preparation of a Local Character Study for initial consultation and the update of Council's planning policies for implementation.
- Implementation of Council's Local Strategic Planning Statement is ensuring strategies, plans and processes are in place to effectively manage the impact of new development.
- Continued planning for the Indoor Sports Centre at St Ives High School under the Department Office of Sport Greater Sydney Sports Facility Fund.
- Adoption of the Public Domain Plans for exhibition in 2021.
- Local Centre workshops were held with a large stakeholder group from Transport for NSW to discuss a range of key issues relating to vehicle access and movement, pedestrian circulation and cycle ways.
- Received a grant under the NSW Government's 'Streets As Shared Spaces Program' to install a temporary separated cycleway along Gilroy Road in Turramurra Local Centre.
- The Draft Heritage Strategy was endorsed for public exhibition.
- Successful grant funding of \$5,000 to refurbish Wahroonga War Memorial.
- Completion of the St Ives Showground works.
- Construction completed for St Ives Showground's All Inclusive Regional Playground.
- Golf course numbers have risen substantially with bookings now essential at both courses.

#### Challenges

- The COVID-19 pandemic has had a significant impact on both the retail and residential unit market, and introduced uncertainty into broader markets more generally.

## Full progress report


**Issue:** P1: Preserving the unique visual character of Ku-ring-gai







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

### Term Achievement

Code	Description	Progress
P1.1.1	Strategies, plans and processes are in place to protect and enhance Ku-ring-gai's unique visual and landscape character.  <b>Signoff Authority:</b> Director Strategy & Environment	
<b>Comments</b>		
Progressing as scheduled. Strategies, plans and processes are in place to protect and enhance Ku-ring-gai's visual and landscape character including Council's Local Strategic Planning Statement and the consolidated Ku-ring-gai Development Control Plan (DCP) and Local Centres Development Control Plan. Additionally, development and development related applications are assessed against NSW state and local planning objectives and controls. Work has progressed on the Local Character Study with an initial community engagement process carried out late 2020.		
<b>Key Achievements</b>		
A local character study has been prepared for initial consultation and Council's planning policies are being updated for implementation.		


### Operational Plan Tasks

Code	Description	Progress	Comments
P1.1.1.1	Continue to review the effectiveness of existing strategies, plans and processes across all programs.  <b>Signoff Authority:</b> Manager Urban Planning	 50%	The consolidation of the Ku-ring-gai Development Control Plan (DCP) and Local Centres Development Control Plan has been completed. This will come into effect at the time the Consolidated Local Environmental Plan (LEP) is finalised. Work has commenced on housekeeping amendment to the DCP to correct identified errors and inconsistencies and adjustments to controls in response to issues raised in Land and Environment Court appeals. Draft DCP amendments are planned to be reported to Council in April/May 2021 prior to public exhibition. Work has progressed on the Local Character Study. An initial community engagement process was carried out during October to December 2020. The draft study was reported to Council in December 2020 and will be placed on public exhibition in early 2021.
<b>Key Achievements</b>			
Councils planning policies and plans are being updated and implemented.			


P1.1.1.2	Prepare a Local Character Strategy for Ku-ring-gai consistent with the Local Strategic Planning Statement (LSPS), Local Character Guidelines, and the North District Plan.  <b>Signoff Authority:</b> <i>Manager Urban Planning</i>	 50%	Urban design consultants SJB have been engaged to prepare the Local Character Study. Initial consultation has been undertaken with the Department of Planning, Industry and Environment (DPIE) and other councils are undertaking similar studies. Draft character statements have been prepared for broader areas of the LGA. An initial community engagement process was carried out during October to December 2020. The draft study was reported to Council in December 2020 and will be placed on public exhibition in early 2021
<b>Key Achievements</b>			
A draft Local Character Study with early community input has been prepared for formal exhibition.			
P1.1.1.3	Development is assessed against local government and state planning objectives and controls to protect and enhance the unique visual and landscape character of Ku-ring-gai.  <b>Signoff Authority:</b> <i>Manager Development Assessment Services</i>	 50%	Council's Development and Regulation staff continued to assess all development and development related applications against all applicable NSW state and local planning objectives and controls to protect the unique visual and landscape character of the Ku-ring-gai Council LGA.
P1.1.1.4	Administer and implement Council's tree preservation policies and procedures.  <b>Signoff Authority:</b> <i>Manager Technical Services</i>	 50%	A total of 395 new private tree applications were received during this period. 394 private tree applications were completed with 84 outstanding for the reporting period. Response times are being maintained at 4 weeks. A total of \$23,410 was collected in Penalty Infringement Notices to date. Request numbers have dropped by 75 from the previous reporting period. The reallocation of personnel has resulted in management of inspection numbers within tolerable response times. Resources will continue to be allocated as required to maintain these improvements.
P1.1.1.5	Implement the urban forest replenishment program for Ku-ring-gai including identification of funding opportunities.  <b>Signoff Authority:</b> <i>Manager Technical Services</i>	 50%	The urban forest replenishment program continues to progress with the finalisation of planting sites.
P1.1.1.6	Deliver programs to reduce litter and graffiti and provide street cleaning operations to improve drainage and the appearance of Ku-ring-gai.  <b>Signoff Authority:</b> <i>Manager Waste &amp; Cleaning Services</i>	 50%	The graffiti team continued to respond to all complaints from staff and members of the public and responded to 277 customer requests to date. The graffiti team also assisted with the high pressure cleaning of the St Ives Wildflower Garden amenities, Turramurra Library entrance, War Memorial clean at Lofberg Road, cricket pitch cleans for sportsfields and the flower festival setup.  The waste team responded to over 245 customer requests for illegal dumping during this period as well as completing 134 Easy Care Gardening requests, 61 footpath cleans and 29 litter bin requests. The waste team continued with their cleaning schedule for car parks, town centres and assisted other departments in clean ups of the Old Bar Shed at the St Ives Showground, Thomas Carlyle Centre and the Roseville Arts Centre.
<b>Key Achievements</b>			
Challenge: COVID-19 continues to be a challenge for the waste and graffiti teams with residents working from home and children schooling from home creating additional waste.			
P1.1.1.7	Develop an urban forest monitoring program.	 30%	In 2019/20 Council engaged ArborCarbon to acquire, process, report on and deliver remotely sensed data of canopy cover. This included the acquisition (on


	<p><b>Signoff Authority:</b>  <i>Manager Environment &amp; Sustainability</i></p>		<p>March 19th 2020) of high resolution imagery to accurately quantify canopy cover, as well as thermal imagery to identify urban hot spots. Canopy cover statistics were extracted and categorised into different height strata, suburbs, and land zones across the entire Council.</p> <p>This data has been made available within Council's corporate GIS and has provided a baseline for future Urban Forest Monitoring, which is to be further designed within the Urban Forest Strategy.</p> <p><b>Reason</b></p> <p>Further creation of the Urban Forest Monitoring program has been delayed due to delays in the creation of the draft Urban Forest Strategy, which has been delayed due to staffing shortages.</p> <p><b>Remedial Action</b></p> <p>Staffing resources have been made available with the Urban Forest Strategy planned for completion by the end of this financial year.</p>
<p><b>Challenges</b></p>			
<p>The draft Urban Forest Strategy which has been delayed due to staffing shortages.</p>			

### Term Achievement

Code	Description	Progress
P1.1.2	<p>Place making programs are being implemented for selected neighbourhood centres.</p> <p><b>Signoff Authority:</b> <i>Director Operations</i></p>	
<p><b>Comments</b></p> <p>Progressing as scheduled.</p> <p>Place making programs are progressing well in neighbourhood centres with designs nearly completed to allow construction to be tendered. Works on the ground should begin in the fourth quarter of this financial year.</p>		

### Operational Plan Tasks


Code	Description	Progress	Comments
P1.1.2.1	<p>Develop concept plans for neighbourhood centres to achieve place-making objectives informed by community engagement.</p> <p><b>Signoff Authority:</b>  <i>Manager Technical Services</i></p>	 50%	<p>Ongoing consultation with shop owners to develop the concept plan has occurred, including additional meetings held for concept revision. The final concept plan will be provided to shop owners and the community in January 2021.</p>
<p><b>Key Achievements</b></p>			
<p>Refinement of Fox Valley Road Neighbourhood Centre Concept Plan.</p>			

P1.1.2.2	Undertake a coordinated program of neighbourhood centres revitalisation.  <b>Signoff Authority:</b> <i>Manager Technical Services</i>	 50%	The Babbage Road Neighbourhood Centre Construction has been completed. Concept development with extensive community consultation continued for Fox Valley Road in Wahroonga with the Concept Plan now finalised.
<b>Key Achievements</b>			
Construction of Babbage Road Neighbourhood Centre complete.			



**Issue:** P2: Managing urban change

**Long Term Objective:** P2.1: A robust planning framework is in place to deliver quality design outcomes and maintain the identity and character of Ku-ring-gai.

### Term Achievement

Code	Description	Progress
P2.1.1	Land use strategies, plans and processes are in place to effectively manage the impact of new development.  <b>Signoff Authority:</b> <i>Director Strategy &amp; Environment</i>	
<b>Comments</b>		
Progressing as scheduled. Land use strategies, plans and processes are in place to effectively manage the impact of new development through the preparation of a series of studies under Council's adopted Local Strategic Planning Statement (LSPS) including the retail and commercial centres strategy and further review and update of Council's DCPs.		
<b>Key Achievements</b>		
Implementation of Council's LSPS is ensuring strategies, plans and processes are in place to effectively manage the impact of new development.		

### Operational Plan Tasks


Code	Description	Progress	Comments
P2.1.1.1	Prepare plans and strategies as required by the Local Strategic Planning Statement (LSPS).  <b>Signoff Authority:</b> <i>Manager Urban Planning</i>	 50%	Plans and strategies as required by the LSPS continued to be progressed and include the following during the reporting period: - The draft Ku-ring-gai Retail and Commercial Centres study was adopted by Council for public exhibition on 25 August (LSPS Planning Priority K25). The draft Strategy was placed on public exhibition from 25 September – 23 October 2020. A total of 43 submissions have been received. A report on the submissions received during the public exhibition was considered by Council in December 2020. - Collaboration with State Government Agencies and the community to deliver infrastructure projects has continued with upgrades to access at stations and the general public domain planning (LSPS Planning Priority K2). - Work has commenced on a medium density complying development model for Ku-ring-gai (LSPS Planning Priority K4). - The preparation of an affordable housing position paper has commenced (LSPS Planning Priority K5). - The preparation of the revised Public Domain Plans for the primary local centres is under way (LSPS Planning Priority K7). - The development of the Local Character Study has progressed (LSPS Planning Priority K12), with a draft reported to Council in December 2020.
P2.1.1.2	Continue to review the effectiveness of existing strategies, local environmental		The consolidation of the Ku-ring-gai DCP and Local Centres DCP was adopted at the Ordinary Meeting of

	plans, development control plans and processes across all programs.  <b>Signoff Authority:</b> <i>Manager Urban Planning</i>	50%	Council held in August 2020. This will come into effect at the time the Consolidated LEP is finalised. The Planning Proposal and site specific DCP for 47-47 Tennyson Avenue and 105 Eastern Road Turramurra was finalised. Work has commenced on housekeeping amendment to the DCP to correct identified errors and inconsistencies, and adjustments to controls in response to issues raised in Land and Environment Court appeals. Draft DCP amendments are planned to be reported to Council in April/May 2021 prior to public exhibition.
<b>Key Achievements</b>			
Council's DCPs are being reviewed and updated.			


**Issue:** P3: Quality urban design and development

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


### Term Achievement

Code	Description	Progress
P3.1.1	A high standard of design quality and building environmental performance is achieved in new and existing development.  <b>Signoff Authority:</b> <i>Director Strategy &amp; Environment</i>	
<b>Comments</b>		
Progressing as scheduled. Council has prepared and reported a range of initiatives including the Public Domain Plans, park upgrades, feedback on DAs and a series of new DCP amendments for a range of sites in Ku-ring-gai to ensure a high standard of design quality and building environmental performance.		
<b>Key Achievements</b>		
Council adopted the Public Domain Plans for exhibition in 2021.		




### Operational Plan Tasks

Code	Description	Progress	Comments
P3.1.1.1	Promote Council's design quality and building sustainability standards to industry and community stakeholders.  <b>Signoff Authority:</b> <i>Manager Urban Planning</i>	 50%	A high standard of design quality and building environmental performance in new and existing development is being achieved through the Public Domain Plans, park upgrades, feedback on DAs and a series of new DCP amendments for a range of sites in Ku-ring-gai.

**Term Achievement**

Code	Description	Progress
P3.1.2	Community confidence has continued in our assessment, regulatory and environmental processes.  <b>Signoff Authority:</b> Director Development & Regulation	
<b>Comments</b>		
Progressing as scheduled. Staff continue to deliver a built environment that delivers an attractive, sustainable living and working environment by applying appropriate development assessment rigour under the applicable state and local planning controls during the assessment process including involving the community via Council's Community Consultation Plan. Regulatory staff continue to apply all appropriate state and local controls to ensure the ongoing confidence within the community regarding these outcomes.		

**Operational Plan Tasks**

Code	Description	Progress	Comments
P3.1.2.1	Development is assessed against local government and state planning objectives and controls, including building sustainability controls, to achieve quality urban design outcomes.  <b>Signoff Authority:</b> Manager Development Assessment Services	 50%	Applications lodged with Council for development continue to be assessed in accordance with Local and State Government legislation and policies. The assessment and determination of these applications provides for buildings which are sustainable and of high quality design. Importantly, Council is consistently refusing applications which are of unacceptable design, impact and/or those which are inconsistent with the planning controls.
P3.1.2.2	Facilitate community participation through Council's Community Participation Plan and the Ku-ring-gai Local Planning Panel (KLPP) consistent with the Code of Meeting Practice.  <b>Signoff Authority:</b> Manager Development Assessment Services	 50%	The requirements of the Community Participation Plan are applied at the commencement of, and during, the application assessment process. Community participation in the Ku-ring-gai Local Planning Panel (KLPP) is achieved by ensuring that applications required to be reported to the Panel are reported and that the community can participate in the process.
P3.1.2.3	Provide regulatory compliance services consistent with state and local controls which includes education of the community and their involvement in local policy reviews.  <b>Signoff Authority:</b> Manager Compliance & Regulation	 50%	Council's regulatory and compliance team provided services this quarter consistently with local and state controls. - This quarter saw Council's health unit assist NSW Health with COVID-19 social distancing regulations within restaurants and cafes. Council's regulatory team also assisted with COVID-19 social distancing restrictions at Council's parks and ovals. - Council's Regulatory and Compliance staff have been very active this quarter in relation to Environmental Planning and Assessment matters. COVID-19 measures allowed major and minor building sites to work additional hours. Council's regulatory team issued 32 penalty notices for alleged breach of consent equating to \$115,500.00. For the six months reporting period, Council's regulatory and compliance team have 67 penalty notices for the amount of \$268,830.00. - Council's regulatory team also issued 48 penalty notices for breach of load limited roads. For the six months reporting period, Council regulatory team issued 95 penalty notices. - Council's fire safety inspections were down this quarter due to staffing. No penalty notices were issued for this quarter. For the six months reporting period 29 penalty notices were issued. - Council's swimming pool safety and compliance checks have also continued this quarter with 20




		penalty notices issued. For the six months reporting period 38 penalty notices were issued.
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**Issue:** P4: Revitalisation of our centres




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



### Term Achievement




Code	Description	Progress
P4.1.1	Plans to revitalise local centres are being progressively implemented and achieve quality design and sustainability outcomes in collaboration with key agencies, landholders and the community.  <b>Signoff Authority:</b> Director Strategy & Environment	
<b>Comments</b>		
<p>A series of projects have been prepared in collaboration with key stakeholders. For example, Public Domain Plans for key local centres and implementation of Council's Open Space Acquisition Policy. Implementation of some plans for the Local Centres may need amendments as a result of Council's resolution at the October OMC 2020 that no new zoning would be undertaken as part of the adopted draft Housing Strategy.</p> <p>Council has submitted its Draft Housing Strategy for review by the Department Planning, Industry and Environment with feedback expected in 2021. Other significant projects as set out in Council's Local Strategic Planning Statement can continue including the Public Domain Plans (and aligned studies eg Transport) and open space acquisitions.</p>		


### Operational Plan Tasks

Code	Description	Progress	Comments
P4.1.1.1	Finalise a Local Centres Public Domain Plan and Technical Manual including outdoor dining and activities.  <b>Signoff Authority:</b> Manager Urban Planning	 60%	This project is progressing well. During the reporting period the Turramurra, Lindfield and Gordon draft Public Domain Plans (PDP) were presented to Councillors on 4th August, 1st September and 27th October 2020 respectively. A series of internal stakeholder workshops have also been held with staff from all relevant departments across Council. In addition, workshops have been held with stakeholders from Transport for NSW for Turramurra, Lindfield and Gordon PDPs. The draft PDP and Technical Manual for the three centres was reported to the December Ordinary Meeting of Council. The draft PDP has been adopted and will be publicly exhibited in early 2021.
<b>Key Achievements</b>			
Council adoption of draft Local Centres Public domain Plan and Technical Manual for public exhibition.			
P4.1.1.2	Finalise the Public Domain Masterplans for Turramurra, Lindfield and Gordon local centres and concept plans for key precincts.  <b>Signoff Authority:</b> Manager Urban Planning	 50%	<p>Draft Public domain master plans have been prepared for Turramurra, Lindfield and Gordon Local Centres; these were reported to Council at the December 2020 Ordinary Meeting of Council. The master plans will be publicly exhibited in early 2021.</p> <p>Concept plans for key precincts have also been prepared:</p> <ul style="list-style-type: none"> <li>- St Johns Ave "Eat Street" in Gordon - construction documents are currently being prepared with construction expected to start by mid-2021</li> <li>- Lindfield Avenue and Tryon Road in Lindfield - a draft concept plan has been prepared and was reported to the Ordinary Meeting of Council in December 2020, This plan will go on exhibition in early 2021</li> <li>- Rohini Street and Eastern Road, Turramurra - draft concept plans are currently being prepared and will be reported to Council in early 2021.</li> </ul> <p>During the reporting period, Strategy and Environment have worked closely with Finance to establish a five year streetscape improvement program for the Local Centres of Turramurra, Pymble,</p>

			St Ives, Gordon, Lindfield and Roseville. The program is funded by development contributions (S 7.11) and will see substantial improvements over the next few years. The first project to be constructed will be St Johns Avenue, Wade Lane and Werona Avenue in Gordon which is due to start in early 2021.
<b>Key Achievements</b>			
Council adoption of draft Public Domain Master Plans for Turramurra, Lindfield and Gordon local centres.			
P4.1.1.3	Actively engage with residents, key agencies, landholders, businesses and other stakeholders to assist with the delivery of the Activate Ku-ring-gai Program.  <b>Signoff Authority:</b> <i>Manager Urban Planning</i>	 50%	During the preparation of the draft Local Centres Public Domain Plan a series of workshops have been held with a large group of stakeholders from Transport for NSW for Turramurra, Gordon and Lindfield. In addition stakeholder workshops have been held with staff from all relevant departments across Council. Consultation with local business owners and operators has been undertaken for St Johns Avenue, Werona Avenue and Wade Lane in Gordon. Consultation with business owners in Turramurra has also recently commenced.
<b>Key Achievements</b>			
Local Centre workshops held with a large stakeholder group from Transport for NSW to discuss a range of key issues relating to vehicle access and movement, pedestrian circulation and cycle ways.			
P4.1.1.4	Finalise a Creative Arts Facility Strategy to guide the delivery of creative arts and cultural facilities across the local government area.  <b>Signoff Authority:</b> <i>Manager Urban Planning</i>	 30%	A draft strategy has been prepared by specialist cultural consultants. A Councillor briefing was held on 3 November 2020 and the draft Cultural Facilities Action Plan was reported to GMD. <b>Reason</b> GMD resolved to defer reporting the Strategy to Council pending a workshop to discuss the implications of the study further. <b>Remedial Action</b> A workshop will be organised with GMD in early 2021.
<b>Challenges</b>			
Funding and planning.			
P4.1.1.5	Identify locations for new parks in priority areas identified in Council's adopted Open Space Acquisition Strategy.  <b>Signoff Authority:</b> <i>Manager Urban Planning</i>	 50%	Council continued to identify locations for new parks in priority areas identified in Council's adopted Open Space Acquisition Strategy. Staff have been involved with open space planning and working closely with Council's property team. Discussions have commenced with land owners of properties identified as suitable for new parklands.

P4.1.1.6	<p>Finalise strategies and plans for Gordon Local Centre and surrounds.</p> <p><b>Signoff Authority:</b> <i>Manager Urban Planning</i></p>	 45%	<p>During the reporting period, a Structure Plan and Housing Delivery Plan were completed for Gordon Local Centre. These are technical documents that support the draft Ku-ring-gai Housing Strategy. The purpose of the Housing Delivery Plan is to identify suitable areas to facilitate delivery of new dwellings which will form the basis for the preparation of the Planning Proposal for the 6-10 year period (2021/26). It also clarifies how the additional housing provision will retain, enhance and develop the current and future local character and factor into the liveability of neighbourhoods as stipulated in the Regional and District Plans. It includes strategies for the delivery of new infrastructure to support population growth including new parks, pedestrian and cycle linkages, traffic and transport improvements and others. At the OMC October 2020 Council adopted the Draft Housing Strategy with a revision that no new zoning would be undertaken. In December 2020 a final draft Housing strategy was submitted to the Department of Planning, Industry and Environment for their review.</p> <p><b>Reason</b></p> <p>Council resolved not to proceed with the exhibited draft Housing Strategy and related Structure Plans.</p> <p><b>Remedial Action</b></p> <p>Council officers will meet with the Department of Planning, Industry and Environment in March 2021 to obtain feedback on Council's adopted draft Housing Strategy.</p>
P4.1.1.7	<p>Finalise strategies and plans for Turrumurra Local Centre and surrounds.</p> <p><b>Signoff Authority:</b> <i>Manager Urban Planning</i></p>	 45%	<p>During the reporting period a Structure Plan and Housing Delivery Plan were completed for Turrumurra Local Centre. These are technical documents that support the draft Ku-ring-gai Housing Strategy. The purpose of the Housing Delivery Plan is to identify suitable areas to facilitate delivery of new dwellings which will form the basis for the preparation of the Planning Proposal for the 6-10 year period (2021/26). It also clarifies how the additional housing provision will retain, enhance and develop the current and future local character and factor into the liveability of neighbourhoods as stipulated in the Regional and District Plans. It includes strategies for the delivery of new infrastructure to support population growth including new parks, pedestrian and cycle linkages, traffic and transport improvements and others. At the OMC October 2020 Council adopted the Draft Housing Strategy with a revision that no new zoning would be undertaken. In December 2020 a final draft Housing strategy was submitted to the Department of Planning, Industry and Environment for their review.</p> <p><b>Reason</b></p> <p>Council resolved not to proceed with the exhibited draft Housing Strategy and related Structure Plans.</p> <p><b>Remedial Action</b></p> <p>Council officers will meet with the Department of Planning, Industry and Environment in March 2021 to obtain feedback on Council's adopted draft Housing Strategy.</p>


P4.1.1.8	<p>Finalise strategies and plans for Lindfield Local Centre and surrounds.</p> <p><b>Signoff Authority:</b> <i>Manager Urban Planning</i></p>	 45%	<p>During the reporting period, a Structure Plan and Housing Delivery Plan for Lindfield Local Centre was completed. These are technical documents that supported the exhibited draft Ku-ring-gai Housing Strategy. The purpose of the Housing Delivery Plan is to identify suitable areas to facilitate delivery of new dwellings which will form the basis for the preparation of the Planning Proposal for the 6-10 year period (2021/26). It also clarifies how any additional housing provision will retain, enhance and develop the current and future local character and factor into the liveability of neighbourhoods as stipulated in the Regional and District Plans. It includes strategies for the delivery of new infrastructure to support population growth including new parks, pedestrian and cycle linkages, traffic and transport improvements and others. At the OMC October 2020 Council adopted the Draft Housing Strategy with a revision that no new zoning would be undertaken. In December 2020 a final draft Housing strategy was submitted to the Department of Planning, Industry and Environment for their review.</p> <p><b>Reason</b></p> <p>Council resolved not to proceed with the exhibited draft Housing Strategy and related Structure Plans.</p> <p><b>Remedial Action</b></p> <p>Council officers will meet with the Department of Planning, Industry and Environment in March 2021 to obtain feedback on Council's adopted draft Housing Strategy.</p>
P4.1.1.9	<p>Monitor, review and guide the Major Project proposals to ensure they deliver quality community outcomes and design excellence.</p> <p><b>Signoff Authority:</b> <i>Manager Urban Planning</i></p>	 50%	<p>The Strategy and Environment department has been working closely with the Major Projects unit to finalise a feasibility analysis for the Gordon Civic Hub. The feasibility analysis has been prepared by CBRE and incorporates all project requirements including a new park, new community and cultural facilities and retention and upgrade of heritage items. The final results of the study and findings were reported to Council's Major Projects Steering Committee in October 2020.</p>
P4.1.1.10	<p>Obtain development consent and continue to facilitate disposal of the Lindfield Library site.</p> <p><b>Signoff Authority:</b> <i>Director Strategy &amp; Environment</i></p>	 50%	<p>Development Consent (approval of the DA) was awarded on 21 August 2020. The consent came with 'conditions precedent' from Sydney Trains that are to be resolved prior to sale. Council is currently working with Sydney Trains to resolve these. A new valuation of the site was carried out and it confirmed that the site continues to hold its value in line with earlier valuations.</p>
<b>Key Achievements</b>			
A new valuation of the site shows the (DA) design to have added considerable value and viability for sale (when appropriate).			

P4.1.1.11	<p>Integrate people and vehicle movements for the primary local centres through the Public Domain Plan, Traffic &amp; Transport studies in collaboration with Transport for NSW (TfNSW).</p> <p><b>Signoff Authority:</b> Manager Urban Planning</p>	 50%	<p>This task is progressing well. Traffic and transport studies are currently being prepared for Turrumurra and Gordon Local Centres. This work is being managed in close collaboration between Council's strategic transport planner, landscape architects and urban designers. Three meetings have been held with Transport for NSW representatives to discuss the Public Domain Plan and integration of people and vehicle movements.</p> <p>Council will be installing a temporary separated cycleway along Gilroy Road in Turrumurra Local Centre. The cycleway is being funded by a grant under the NSW Government's 'Streets As Shared Spaces Program'.</p>
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### Key Achievements

Council has received a grant under the NSW Government's 'Streets As Shared Spaces Program' to install a temporary separated cycleway along Gilroy Road in Turrumurra Local Centre.


### Term Achievement

Code	Description	Progress
P4.1.2	<p>Commence construction of Lindfield Village Green.</p> <p><b>Signoff Authority:</b> Director Operations</p>	
<b>Comments</b>		
<p>Progressing as scheduled.</p> <p>Construction of Lindfield Village Green is continuing. The underground carpark is progressing on schedule with excavation now complete and the basement three floor slab constructed.</p>		


### Operational Plan Tasks

Code	Description	Progress	Comments
P4.1.2.1	<p>Commence construction of Lindfield Village Green.</p> <p><b>Signoff Authority:</b> Director Operations</p>	 50%	<p>Construction work is progressing well with excavation complete and basement three slab complete.</p>


### Term Achievement

Code	Description	Progress
P4.1.3	<p>Secure a development partner for Lindfield Village Hub.</p> <p><b>Signoff Authority:</b> Group Lead Major Projects</p>	
<b>Comments</b>		
<p>Progressing as scheduled.</p> <p>In June 2020, Council resolved to decline to accept any tenders and resolved to enter into negotiations with any possible providers. At the Ordinary Meeting of Council (OMC) in December 2020 Council noted that no viable offer had been received, and it was resolved to continue negotiations with any possible providers, while undertaking a review of Council's project assumptions and objectives.</p>		
<b>Key Achievements</b>		
<p>Negotiation with the tenderers and progress report submitted to Council in December 2020</p>		


## Operational Plan Tasks

Code	Description	Progress	Comments
P4.1.3.1	Progress and award tender for the Lindfield Village Hub.  <b>Signoff Authority:</b> <i>Group Lead Major Projects</i>	 50%	On 30 June 2020, Council resolved to decline to accept any tenders and resolved to enter into negotiations with any possible providers. The negotiations were still ongoing in October 2020 and Council were updated to that effect via a progress report issued to the October OMC.  At the OMC in December 2020, Council resolved to continue to negotiate with any possible providers, while undertaking a review of Council's project assumptions and objectives.
<b>Key Achievements</b>			
Challenge - The COVID-19 pandemic has had a significant impact on both the retail and residential unit market, and introduced uncertainty into broader markets more generally.			

## Term Achievement

Code	Description	Progress
P4.1.4	Secure a development partner for Turramurra Community Hub.  <b>Signoff Authority:</b> <i>General Manager</i>	
<b>Comments</b>		
This term achievement has been placed on hold by Council resolution. <b>Reason</b> In 2018 the NSW Government announced that all NSW Councils were required to review their Local Environmental Plans (LEP) to give effect to the new Regional and District Plans. The outcomes of this review for Ku-ring-gai could impact the built form, feasibility and business planning assumptions for Hub. <b>Remedial Action</b> Work on the project can recommence once the Local Environmental Plan review is complete, currently anticipated to be in 2021.		


## Operational Plan Tasks

Code	Description	Progress	Comments
P4.1.4.1	Examine planning options within feasibility parameters for the Turramurra Community Hub.  <b>Signoff Authority:</b> <i>Group Lead Major Projects</i>	 0%	This task has been placed on hold by Council resolution. At the Ordinary Meeting of Council held 19 May 2020, a report on the Turramurra Community Hub was considered and Council unanimously resolved (min 96): A. That the planning and development of the Turramurra Community Hub be paused for a period of up to 24 months pending the outcome of Ku-ring-gai Council's comprehensive Local Environmental Plan. B. That Council informs the Community of the project's status. <b>Reason</b> This task has been placed on hold by Council resolution. <b>Remedial Action</b> No current remedial action.



**Issue:** P5: Heritage that is protected and responsibly managed






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

### Term Achievement

Code	Description	Progress
P5.1.1	Strategies, plans and processes are in place to effectively protect and preserve Ku-ring-gai's heritage assets.  <b>Signoff Authority:</b> Director Strategy & Environment	
<b>Comments</b>		
Progressing as scheduled. Strategies, plans and processes are in place to effectively protect and preserve Ku-ring-gai's heritage assets through strategic planning initiatives, education and promotion and conservation refurbishment of Council's heritage assets		
<b>Key Achievements</b>		
The Draft Heritage Strategy was endorsed for public exhibition.		

### Operational Plan Tasks

Code	Description	Progress	Comments
P5.1.1.1	Implement, monitor and review Ku-ring-gai's heritage planning controls including the development of a heritage strategy consistent with the Local Strategic Planning Statement (LSPS).  <b>Signoff Authority:</b> Manager Urban Planning	 50%	The draft Heritage Strategy was reported to Council on 22 October 2020 for endorsement for public exhibition. The draft strategy was placed on public exhibition in November- December 2020.  A draft planning proposal for the listing of 6 Springdale Road, Killara was reported to the Ku-ring-gai Local Planning Panel for advice and will be reported to Council in October for submission for a Gateway determination. A gateway determination was issued on 17 December 2020 and the planning proposal will be placed on exhibition in early 2021.  Interim Heritage Orders (IHOs) have been placed on properties at 107 Easter Road Turramurra, 7 Curagul Rd North Turramurra and 33 Young Street Wahroonga.
<b>Key Achievements</b>			
Ku-ring-gai's heritage is being managed and protected through new policies and planning proposals			
P5.1.1.2	Protect and effectively manage Ku-ring-gai's Aboriginal heritage assets in conjunction with the Aboriginal Heritage Office.  <b>Signoff Authority:</b> Manager Environment & Sustainability	 50%	Council continues to support staff awareness of aboriginal heritage management, with 9 staff undertaking online Aboriginal Heritage and Threatened Species Awareness Training. Collaboration between Council and the Aboriginal Heritage Office continues to support assessment of impacts for Council works and development within the LGA.  Council have also pursued input from the Aboriginal Heritage Office on numerous Council projects including the Cultural Education and Environment Centre planned for the St Ives Showground.


P5.1.1.3	Promote local heritage in consultation with key stakeholders.  <b>Signoff Authority:</b> <i>Manager Urban Planning</i>	 50%	Strategies, plans and processes are being implemented to effectively protect and preserve Ku-ring-gai's heritage in consultation with Council's Heritage Committee.  The draft Heritage Strategy was reported to Council on 22 October 2020 for endorsement for public exhibition. The purpose of the Strategy is to provide guidance for how Council will measure, plan and report on heritage management in Ku-ring-gai. The draft strategy was placed on public exhibition in November- December 2020.
<b>Key Achievements</b>			
Strategies, plans and processes are being implemented to effectively protect and preserve Ku-ring-gai's heritage in consultation with Council's Heritage Committee.			
P5.1.1.4	Heritage is protected and conserved through the development assessment process consistent with Council's adopted Local Environmental Plans and Development Control Plans and state heritage controls.  <b>Signoff Authority:</b> <i>Manager Development Assessment Services</i>	 50%	Heritage is being protected and conserved by the undertaking of the development assessment processes under the provisions of the Local Environment Plan, Development Control Plan and relevant State Legislation as part of its assessment.
P5.1.1.5	Complete the heritage conservation refurbishment for Tulkiyan House that preserves the heritage structure and internal fabric.  <b>Signoff Authority:</b> <i>Manager Technical Services</i>	 100%	Completed previous reporting period.
P5.1.1.6	Cultural and heritage assets in open space areas are protected, preserved, restored and maintained.  <b>Signoff Authority:</b> <i>Manager Technical Services</i>	 50%	Council continues to identify cultural and heritage assets in open space areas and undertake auditing and maintenance. A priority list of these assets and what work is required is documented.
<b>Key Achievements</b>			
Successful grant funding of \$5,000 to refurbish Wahroonga War Memorial.			
P5.1.1.7	Deliver Aboriginal cultural activities at the St Ives Showground and Ku-ring-gai Wildflower Garden.  <b>Signoff Authority:</b> <i>Manager Visitor Experience &amp; Events</i>	 50%	Council continues to deliver Aboriginal cultural activities at the St Ives Showground and Ku-ring-gai Wildflower Garden including: - Junior Rangers Club lessons held during NAIDOC week - Three Aboriginal Bush Skill programs during the Winter School Holidays with 54 children attending. - Meetings with the Aboriginal Heritage Office to discuss and review new indigenous school excursion offering.






**Issue:** P6: Enhancing recreation, sporting and leisure facilities





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






### Term Achievement


Code	Description	Progress
P6.1.1	A program is being implemented to improve existing recreation, sporting and leisure facilities and facilitate the establishment of new facilities.  <i>Signoff Authority: Director Strategy &amp; Environment</i>	
<b>Comments</b>		
Progressing as scheduled. Recreation, sporting and leisure facilities are available to meet the community's diverse and changing needs as demonstrated through the major upgrades to the St Ives Showground Precinct including the regional playground.		

### Operational Plan Tasks

Code	Description	Progress	Comments
P6.1.1.1	Deliver Council's adopted Open Space Capital Works Program.  <i>Signoff Authority: Manager Technical Services</i>	 50%	Project construction is progressing with the completion of the St Ives Showground Regional Playground and the St Ives Village Green playground currently out to tender.
<b>Key Achievements</b>			
Completion of the St Ives Showground Regional Playground			
P6.1.1.2	District park landscape masterplans are prepared to inform the forward Open Space Capital Works Program.  <i>Signoff Authority: Manager Urban Planning</i>	 50%	Work has commenced on preparation of a landscape master plan for Hassall Oval in St Ives. Background research has been completed and on-site meetings held with Operations staff.
P6.1.1.3	Complete the design of identified parks incorporating accessibility and inclusive passive recreation facilities.  <i>Signoff Authority: Manager Technical Services</i>	 50%	Council developed concepts for: - Two local playground upgrades identified as high priority in the playground matrix - Narang Reserve, Gordon, Kendall Village, West Pymble - A local playground at West Pymble Philip Mall - as per the Capital Works Program - A playground at Robert Pymble Park identified within the Robert Pymble Park masterplan - Concept Plan finalised.  Council also submitted an application for the Everyone Can Play Grant funding for Narang Reserve and Kendall Village Green with the outcome to be known late January 2021.
<b>Key Achievements</b>			
Grant submissions made for two local playground upgrades for the Everyone Can Play Grants. Finalisation of Narang Reserve and Robert Pymble Park Playground Concepts.			

P6.1.1.4	<p>Construct parks which incorporate accessible and inclusive passive recreation facilities.</p> <p><b>Signoff Authority:</b> <i>Manager Technical Services</i></p>	 50%	<p>Council continues to construct parks which incorporate accessible and inclusive passive recreation facilities including:</p> <ul style="list-style-type: none"> <li>- Construction completed for St Ives Showgrounds All inclusive Regional Playground</li> <li>- Construction completed for Abingdon Road Playground</li> <li>- Construction complete for Putarri Reserve</li> <li>- Construction started for Kissing Point Village Green.</li> </ul>
<b>Key Achievements</b>			
<p>Construction completed for St Ives Showgrounds All inclusive Regional Playground.            Construction completed for Abingdon Road Playground            Construction completed for Putarri Reserve</p>			
P6.1.1.5	<p>Implement improvements to carparking at Wahroonga Park and St Ives Showgrounds.</p> <p><b>Signoff Authority:</b> <i>Manager Technical Services</i></p>	 50%	<p>Council has completed the road and carpark works at the St Ives Showground. The carpark has been redesigned and line marked in accordance with Australian Standards.</p>
<b>Key Achievements</b>			
<p>Completed car parking works at St Ives Showground ahead of schedule.</p>			
P6.1.1.6	<p>Implement an amenities improvement program to recreational and sporting fields that are compliant with the relevant code.</p> <p><b>Signoff Authority:</b> <i>Manager Technical Services</i></p>	 50%	<p>An amenities priority list has been completed and works are being undertaken in line with this list.</p>
P6.1.1.7	<p>Progressively review and update Community Plans of Management.</p> <p><b>Signoff Authority:</b> <i>Manager Urban Planning</i></p>	 40%	<p>The draft Sports Facilities Plan of Management has been adopted by Council and provided to Crown Lands for approval. Once approved, Council will finalise the plan before placing on public exhibition and conducting a public hearing.</p> <p>The St Ives Showground and Precinct Lands Plan of Management is currently being drafted. A stakeholder meeting was held October 2020 to assist with the drafting of this plan. Once the draft is finalised, it will be reported to Council for adoption before sending to Crown Lands for approval.</p> <p>The Generic Parks Plan of Management is yet to commence.</p> <p><b>Reason</b> Staff resources and competing priorities have delayed progress of reviews.</p> <p><b>Remedial Action</b> New staff resources have been allocated and this task placed on high priority.</p>


P6.1.1.8	Maintain existing recreation and sporting facilities in accordance with the Asset Management Strategy and maintenance plans.  <b>Signoff Authority:</b> <i>Manager Infrastructure Services</i>	 50%	All sporting and recreational facilities are being maintained in accordance with established maintenance plans. This includes all of Council's parks, ovals and playgrounds. Every playground is being serviced on a two week rotation in accordance with playground standards.
<b>Key Achievements</b>			
Key achievements for this period include the ongoing maintenance in accordance to existing plans whilst having the current pandemic restrictions in place. The patronage has increased with the orders stating people must stay out of the workplace and schools. Given this the team were still able to complete their programs.			
P6.1.1.9	Implement priority actions from the Recreation in Natural Areas Strategy.  <b>Signoff Authority:</b> <i>Manager Environment &amp; Sustainability</i>	 50%	Council is implementing priority actions from the Recreation in Natural Areas Strategy and has created the new Sustainable Recreation Advisory Group, comprising eight representatives from our local community. The Advisory Group met in November and will act as a conduit to the community in regards to strategy objectives and will also provide direct community feedback to Council. The Trailcare community volunteer group at the Warrimoo downhill mountain bike trail had a successful day and will meet again in January.
<b>Key Achievements</b>			
Commencement of the Sustainable Recreation Advisory Group.			
P6.1.1.10	Approve a Heads of Agreement with the Department of Education confirming key elements of the proposal to construct and jointly use an indoor sports facility at St Ives High School prior to committing to a Development Application.  <b>Signoff Authority:</b> <i>Director Strategy &amp; Environment</i>	 50%	The design of the facility has progressed with comments on the Pre-DA submission received and work on the DA submission commenced.  Council staff continue to work with the Department of Education on the Heads of Agreement (HoA). The agreed HoA is anticipated to be ready to report to Council for consent to sign early in 2021.
<b>Key Achievements</b>			
Completion of the Pre-DA and near completion of the Heads of Agreement with Department of Education.			
P6.1.1.11	Commence preparation of a Green Grid Strategy for Ku-ring-gai in alignment with the Local Strategic Planning Statement (LSPS).  <b>Signoff Authority:</b> <i>Manager Urban Planning</i>	 50%	Preparation of a Green Grid Strategy has commenced. A working party involving Council staff has been established and a number of meetings held. A draft project brief has been prepared and signed-off by the working party.
P6.1.1.12	Continue to work closely with sporting organisations and clubs, user groups and residents to develop and manage Council's sporting assets.  <b>Signoff Authority:</b> <i>Manager Urban Planning</i>	 50%	Council continued to work closely with a number of sporting clubs and associations towards the delivery of new or improved sporting facilities across the LGA including:  * Indoor Sports Centre at St Ives High School - Department of Education * New baseball batting cage at Auluba 3 Sportsground - Kissing Point Baseball Club * Synthetic hockey field amenities upgrade at Barra Brui Sportsground - Northern Sydney and Beaches Hockey Association * Synthetic field at Norman Griffiths Sportsground - West Pymble Football Club and Northern Suburbs Football Association * Synthetic field at Warrimoo Oval - St Ives Football Club * New cricket nets at Roseville Park - Roseville Junior Cricket Club


P6.1.1.13	<p>Commence development of an integrated Open Space, Sport &amp; Recreation needs study.</p> <p><b>Signoff Authority:</b> Manager Urban Planning</p>	 10%	<p>This work has not commenced due to lack of staff capacity. Council has recently employed a new Sports and Recreation Planner. The new position is focused on strategic planning for sport and recreation and will be responsible for managing a Needs Study. The officer commenced in January 2021.</p> <p><b>Reason</b></p> <p>The project has been delayed due to a lack of staff resources and capacity</p> <p><b>Remedial Action</b></p> <p>Council has recently employed a new Sports and Recreation Planner.</p>
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### Term Achievement

Code	Description	Progress
P6.1.2	<p>Partnerships are established with community groups and organisations to optimise the availability and use of sporting, recreation and leisure facilities.</p> <p><b>Signoff Authority:</b> Director Strategy &amp; Environment</p>	
<b>Comments</b>		
<p>Progressing as scheduled.</p> <p>Council continued to engage with community partners to improve sporting, leisure and recreational facilities through partnerships, grant funding and other external funding opportunities including the Department of Education, and local baseball, football, hockey and cricket clubs.</p>		
<b>Key Achievements</b>		
<p>Continued planning for the Indoor Sports Centre at St Ives High School under the Department Office of Sport Greater Sydney Sports Facility Fund.</p>		

### Operational Plan Tasks


Code	Description	Progress	Comments
P6.1.2.1	<p>Engage with community partners to improve sporting, leisure and recreational facilities through partnerships, grant funding and other external funding opportunities.</p> <p><b>Signoff Authority:</b> Manager Urban Planning</p>	 50%	<p>Council continued to engage with community partners to improve sporting, leisure and recreational facilities through partnerships, grant funding and other external funding opportunities as follows:</p> <ul style="list-style-type: none"> <li>- Indoor Sports Centre at St Ives High School - Department of Education. \$3.5 million Office of Sport Greater Sydney Sports Facility Fund.</li> <li>- New baseball batting cage at Auluba 3 Sportsground</li> <li>- Kissing Point Baseball Club. \$50,000 Community Building Partnerships Program and approx. \$30,000 from KPBC.</li> <li>- Investigating Synthetic hockey field amenities upgrade at Barra Brui Sportsground - Northern Sydney and Beaches Hockey Association. \$2.25 million Office of Sport Greater Sydney Sports Facility Fund and \$500,000 Sport Australia.</li> <li>- Synthetic field at Norman Griffiths Sportsground - West Pymble Football Club and Northern Suburbs Football Association. Collective \$940,000 from State Government, WPFC and NSFA.</li> <li>- New cricket nets at Roseville Park - Roseville Junior Cricket Club. Collective \$60,000 from Cricket NSW, RJCC and NSJCA.</li> <li>- Pavilion refurbishment at Turramurra Memorial Park</li> <li>- Old Barker Rugby Club. \$850,000 Office of Sport Greater Sydney Sports Facility Fund.</li> <li>- New clubhouse at North Turramurra Recreation Area - Northern Suburbs Football Association. Funded by NSFA via grants and internal contributions.</li> </ul>

P6.1.2.2	Facilitate a regular sporting forum and ongoing communication with sporting users.  <b>Signoff Authority:</b> <i>Manager Infrastructure Services</i>	 50%	Plans are under way for the sporting forum to be held in 2021. If a face to face forum cannot be held, a virtual forum is an alternative option. Agenda preparations are under way.
<b>Key Achievements</b>			
Challenge: The COVID-19 pandemic and information dissemination to sporting clubs regarding the forum.			


**Issue:** P7: Enhancing community buildings and facilities


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

### Term Achievement

Code	Description	Progress
P7.1.1	The condition and functionality of existing and new assets is improved.  <b>Signoff Authority:</b> <i>Director Operations</i>	
<b>Comments</b>		
Progressing as scheduled. All new assets are designed and constructed to meet current standards and expectations. Community buildings are maintained and upgraded as prioritised as funding is available. The St Ives Village Green Community Centre upgrade is approaching completion.		

### Operational Plan Tasks


Code	Description	Progress	Comments
P7.1.1.1	Implement a prioritised program of improvements to community meeting rooms, halls, buildings and facilities.  <b>Signoff Authority:</b> <i>Manager Technical Services</i>	 50%	Priorities have been identified with significant works planned. Council administration building structural works and roof replacement are under way and approaching completion. St Ives Village Green Community centre upgrade is progressing well with the major structural upgrades almost complete.

P7.1.1.2	<p>Integrate sustainability and climate resilience measures, incorporating minimum performance standards, into the building upgrade and renewal program.</p> <p><b>Signoff Authority:</b> <i>Manager Environment &amp; Sustainability</i></p>	 50%	<p>In the current reporting period 40% of work has been completed to implement energy efficient air conditioning and building management controls at Bridge Street, Suakin Street Depot, Turramurra Library and St Ives Library. Other physical works also included the insulated roof upgrades at the Louise Lennon and Douglas Pickering Pavillions at the St Ives Showground.</p> <p>Technical input has been provided and incorporated into the high level design of the Chambers HVAC upgrade.</p> <p>The Sustainable Assets Professional Development program has been established, with 5 staff from Operations and 5 staff from Strategy enrolled in the program.</p>
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### Key Achievements

The Sustainable Assets Professional Development Program will provide up to 10 staff with the opportunity to obtain accreditation as a Green Star Associate. The Green Star Associate accreditation is an industry leading accreditation for sustainable building professionals.

### Term Achievement



Code	Description	Progress
P7.1.2	<p>Usage of existing community buildings and facilities is optimised.</p> <p><b>Signoff Authority:</b> <i>Director Strategy &amp; Environment</i></p>	



### Comments

Progressing as scheduled.

Council continues to optimise usage of existing community buildings and facilities with Heads of Agreements issued for potential users of Turramurra Pavilion, William Cowan Oval and Roseville Park Tennis Pavilion where multi-use occurs across buildings.

### Operational Plan Tasks


Code	Description	Progress	Comments
P7.1.2.1	<p>Provide accommodation for identified community services in line with Council's Management of Community and Recreation Facilities Policy.</p> <p><b>Signoff Authority:</b> <i>Manager Property</i></p>	 50%	<p>Council contacted its known building users to inform them that Council is reviewing its community portfolio via an audit process to ensure usage is maximised (multi-use) and that consistent and equitable property management solutions are provided.</p> <p>Council continued to negotiate new licence agreements and renewals with various user groups in accordance with its Management of Community and Recreation Facilities Policy. This includes buildings currently undergoing redevelopment or refurbishment, such as the St Ives Village Green Amenities Building, Roseville Tennis Pavilion and Turramurra Memorial Park Pavilion. All three buildings will be used by multiple community groups. New licence agreements with Council's community sporting groups have been prioritised so that multi-use of Council's buildings can be introduced where it does not already exist.</p>
P7.1.2.2	<p>Continue to promote and develop the Ku-ring-gai Wildflower Garden and St Ives Showground diverse facilities to host community and commercial usage.</p> <p><b>Signoff Authority:</b> <i>Manager Visitor Experience &amp; Events</i></p>	 50%	<p>Council tracked 15,492 visitors through the Ku-ring-gai Wildflower Garden Visitor Centre during this period. Successful usage included Halloween in the Garden and Santa in the Garden Photography.</p> <p>The St Ives Showground Regional Playground officially opened and Sunset Cinema ran for the month of October. Onsite works progressed including road improvements and pavilion improvements. A COVID-19 Testing Clinic was based at the Showground since mid December and has provided a revenue boost after extensive loss of income due to the pandemic.</p>

Key Achievements			
Successful events delivered include: - Halloween in the Garden activation that saw 1000+ people at the Wildflower Garden for a free Treat or Treat Trail - Santa in the Garden activation held over 10 dates - Sunset Cinema during the month of October at St Ives Showground - Opening of St Ives Showground Regional Playground			
P7.1.2.3	Continue to develop and deliver professional services including programs, services and ongoing marketing to club members and public players at Council's golf courses to industry standards.  <b>Signoff Authority:</b> <i>Manager Technical Services</i>	 50%	The Aquatic Centre continues to operate at maximum capacity. Both golf courses have seen substantial playing numbers and now require players to pre book. Gordon Golf Club has had a huge influx of new members and the popularity of the kids coaching clinic has been pleasing. Both courses are in fantastic playing condition due to the ongoing commitment of staff and recent heavy rain fall.
P7.1.2.4	Council's recreation services meet customer needs.  <b>Signoff Authority:</b> <i>Manager Technical Services</i>	 50%	Both golf courses continued to operate successfully and safely during this ongoing COVID-19 pandemic. The Aquatic Centre and most of its swim programs are now back online and operate to current guidelines.
Key Achievements			
Golf course numbers have risen substantially over the past few months with bookings now essential at both courses.			



**Issue:** P8: Improving the standard of our infrastructure

**Long Term Objective:** P8.1: An improved standard of infrastructure that meets the community's service level standards and Council's obligations as the custodian of our community assets.


### Term Achievement

Code	Description	Progress
P8.1.1	Our public infrastructure and assets are planned, managed and funded to meet the community expectations, defined levels of service and address inter-generational equity.  <b>Signoff Authority:</b> <i>Director Operations</i>	
Comments		
Progressing as scheduled. Continuous improvement to Council's assets is being undertaken by the use of integrated management tolls and management plans.		





### Operational Plan Tasks

Code	Description	Progress	Comments
P8.1.1.1	Finalise the review of the Contributions Plan to align with the Local Strategic Planning Statement (LSPS).  <b>Signoff Authority:</b> <i>Manager Urban Planning</i>	 50%	Progress continued on the review of the contributions plans concurrent with inter-related strategic planning processes and with awareness of the many changes foreshadowed during 2020.
Key Achievements			
2020 was a period when a number of inquiries into development contributions were running and multiple submissions were made in support of Ku-ring-gai's development contributions system.			
P8.1.1.2	Asset Management Plans are revised to align with the Resourcing Strategy.  <b>Signoff Authority:</b> <i>Director Operations</i>	 50%	All asset management plans are up to date with Council's asset inspections and renewal program.

**Term Achievement**

Code	Description	Progress
P8.1.2	Programs for infrastructure and asset maintenance management are delivered in accordance with adopted Asset Management Strategy and Plans.  <i>Signoff Authority: Director Operations</i>	
<b>Comments</b>		
Progressing as scheduled. Asset management plans and the asset management strategy are up to date and followed to ensure the best value for money is achieved when maintaining and upgrading assets.		

**Operational Plan Tasks**

Code	Description	Progress	Comments
P8.1.2.1	Implement Asset Management Plans to document maintenance, renewal and upgrade requirements in line with Service Level Agreements.  <i>Signoff Authority: Director Operations</i>	 50%	Asset management plans are up to date and followed accordingly. The inspections of assets are continuing with prioritised works being undertaken in line with budgets.
P8.1.2.2	Prepare draft capital works and renewal programs for Council's footpaths, roads, drains, bridges and carpark for inclusion in the Delivery Program.  <i>Signoff Authority: Manager Technical Services</i>	 50%	Draft capital works program for footpaths, roads, drainage, bridge and carpark assets has been compiled. These will be nominated during project bids.
P8.1.2.3	Deliver Road, Footpath and Carpark Capital Works Programs on time and within budget.  <i>Signoff Authority: Manager Technical Services</i>	 50%	Council Road, Footpath and Carpark Capital Works Programs are well progressed, with the majority of projects either completed, under way or programmed for commencement in January.
<b>Key Achievements</b>			
Roads capital works program ahead of schedule.			
P8.1.2.4	Deliver Drainage Capital Works Programs on time and within budget.  <i>Signoff Authority: Manager Technical Services</i>	 50%	Drainage capital works program are well progressed with the majority of projects either completed, under construction or with construction commencing shortly.



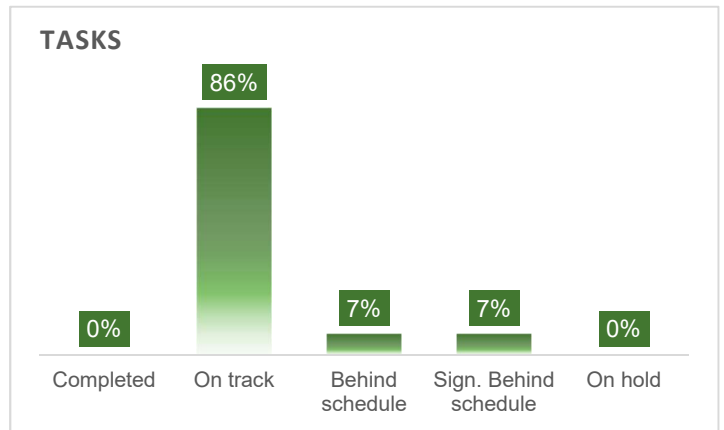
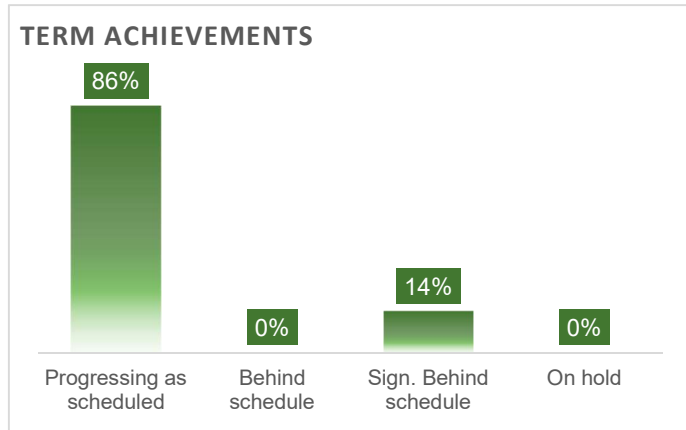


## THEME 4

### ACCESS, TRAFFIC AND TRANSPORT

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

#### Performance summary



#### Key achievements

- Council obtained funding for the High Pedestrian Activity Area scheme around Gordon railway station.
- Transport for NSW confirmed its commitment to deliver commuter parking within the Lindfield Village Hub major project.
- Council has joined the NSROC Transport Leadership Group to implement the Northern Sydney Transport Strategy and Transport Priorities.

#### Challenges


- Delays experienced with the paid parking implementation due to the need to obtain external expertise.

## Full progress report



**Issue:** T1: Integrated and accessible transport


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

### Term Achievement


Code	Description	Progress
T1.1.1	Connections are provided to public transport that are accessible to all age groups and match the travel needs of the community.  <b>Signoff Authority:</b> Director Strategy & Environment	
<b>Comments</b>		
<p>Progressing as scheduled.</p> <p>A range of bus and pedestrian initiatives are currently underway. Bus stops have been inspected and are scheduled to be upgraded alongside footpath projects during the financial year.</p> <p>Pedestrian and traffic public domain plan upgrades in the Lindfield Local centre are ongoing.</p> <p>Council continued to collaborate with Transport for NSW on the public domain plans for the local centres.</p>		

### Operational Plan Tasks


Code	Description	Progress	Comments
T1.1.1.1	An improvement plan is being implemented for bikeways, pedestrian facilities and footpath networks having regard for the access, health and recreational needs of the community.  <b>Signoff Authority:</b> Manager Urban Planning	 50%	<p>During the period, staff were successful in securing approximately \$400,000 for a “pop-up” cycleway in Gilroy Road, Turramurra (and upgrades to internal paths in Karuah Park and Turramurra Memorial Park) as part of the State Government's Streets as Shared Spaces program. This temporary facility will act as a trial installation of a component of the Turramurra Public Domain Plan, and will establish a safe, separated cycling connection between Turramurra Memorial Park and the commercial core of the Turramurra local centre. Design work was undertaken during the period, with installation likely to commence in early 2021.</p> <p>There have been ongoing discussions between staff, Transport for NSW and St Albans Church during the period, regarding the new traffic signals at the intersection of Lindfield Avenue and Tryon Road, Lindfield (which are expected to include integrated cycling facilities), which form part of the Lindfield Avenue Streetscape project/cycleway project.</p> <p>Late in the period, Transport for NSW (TfNSW) advised that Council was not successful in the 2020/2021 Active Transport program for the shared pedestrian cycle link in Kochia Lane (between Lindfield Avenue and Milray Street) that forms part of the Lindfield Village Green project (currently under construction).</p>
T1.1.1.2	Finalise for adoption the Pedestrian Access and Mobility Plan (PAMP) recommendations in conjunction with the Public Domain Plan.  <b>Signoff Authority:</b> Manager Urban Planning	 50%	<p>The principles and priorities in the draft Pedestrian Access and Mobility Plan (PAMP) continued to inform the provision of pedestrian facilities to improve accessibility, and reduce severance caused by barriers such as arterial roads and railways.</p> <p>The draft PAMP has already provided guidance on the development of the draft Turramurra Public Domain Plan. There are 10 Infrastructure Provision Goals that the draft PAMP identifies for the Lindfield local centre, and in the draft Lindfield Public Domain Plan, 9 of these have effectively been addressed.</p> <p>Work has recently commenced on the draft Gordon Public Domain Plan, and the infrastructure Provision</p>

			Goals that the draft PAMP identifies for Gordon will be considered as part of this work.
T1.1.1.3	Progressively upgrade bus stops in accordance with the Disability Discrimination Act requirements and 5 year program (to allocated budget).  <b>Signoff Authority:</b> <i>Manager Technical Services</i>	 50%	Bus stop upgrades are well progressed during the period. Bus stops have been inspected and are scheduled to be upgraded alongside footpath projects.

### Term Achievement


Code	Description	Progress
T1.1.2	A network of safe and convenient links to local centres, major land uses and recreation opportunities is being progressively implemented.  <b>Signoff Authority:</b> <i>Director Strategy &amp; Environment</i>	
<b>Comments</b>		
Progressing as scheduled. The Ku-ring-gai Integrated Transport Plan continued to be implemented during the reporting period through pedestrian and road network improvements, upgrade capacity at critical intersections and pinch points and the implementation of traffic calming measures at appropriate locations.		
<b>Key Achievements</b>		
Council obtained funding for the High Pedestrian Activity Area scheme around Gordon railway station.		

### Operational Plan Tasks



Code	Description	Progress	Comments
T1.1.2.1	Review and implement appropriate recommendations from the Ku-ring-gai Integrated Transport Strategy to align with the Local Strategic Planning Statement (LSPS), North District Plan, and Future Transport 2056.  <b>Signoff Authority:</b> <i>Manager Urban Planning</i>	 50%	During the period, the following recommendations from the current Ku-ring-gai Integrated Transport Strategy were implemented or were in the planning/design phase: Action E3 - implement road network improvements from the Ku-ring-gai Contributions Plan 2010. * There has been ongoing discussions between staff, Transport for NSW and St Albans Church during the period, regarding the new traffic signals at the intersection of Lindfield Avenue and Tryon Road, Lindfield (which are expected to include integrated cycling facilities), which form part of the Lindfield Avenue Streetscape project/cycleway project. * A draft concept Public Domain Plan for the Lindfield and Turramurra local centres has now been prepared, which incorporates provision for the key traffic and transport upgrades Pacific Highway and surrounding local roads. * The draft concept Public Domain Plan for the Gordon local centre commenced during the period, which also incorporates provision for the key traffic and transport upgrades at Pacific Highway and surrounding local roads. Action E2 - upgrade capacity at critical intersections and pinch points. * Late in the period, Transport for NSW commenced early works on the pinch point improvements on the Pacific Highway between Turramurra and Wahroonga. Pinch point locations include the intersection of Pacific Highway/Fox Valley Road, the intersection of Pacific Highway and Redleaf Avenue/Coonanbarra Road and Pacific Highway at Finlay Street. Staff continued to work with Transport for NSW in identifying and investigating other pinch

		<p>point locations on the arterial road network in Ku-ring-gai.</p> <p>Action E6 - implement traffic calming measures at appropriate locations.</p> <p>* In early July 2020 the funding offer from Transport for NSW for the High Pedestrian Activity Area scheme around Gordon railway station was accepted. It is envisaged that the reconstruction of Wade Lane (new/widened footpaths and integration with the station area) can be coordinated with the St Johns Avenue Streetscape project works, which is expected to commence in early 2021. The High Pedestrian Activity Area scheme on local roads in St Ives, around the St Ives Shopping Village, was completed in late June 2020.</p>
<b>Key Achievements</b>		
The Integrated Transport Strategy is being implemented for a range of road network and transport upgrades across Ku-ring-gai.		

### Term Achievement


Code	Description	Progress
T1.1.3	<p>Advocate to relevant government agencies and private companies for integrated public transport facilities and service improvements that meet community needs.</p> <p><b>Signoff Authority:</b> Director Strategy &amp; Environment</p>	
<b>Comments</b>		
<p>Progressing as scheduled.</p> <p>Council continued to advocate to relevant agencies and organisations on a range of integrated transport initiatives which have been implemented for buses, commuter car parking and railway station upgrades.</p>		

### Operational Plan Tasks


Code	Description	Progress	Comments
T1.1.3.1	<p>Continue to advocate Transport for NSW (TfNSW) for the provision of additional commuter car parking at priority rail stations, including Turramurra and other centres.</p> <p><b>Signoff Authority:</b> Manager Urban Planning</p>	 50%	<p>During the period, Transport for NSW confirmed its commitment to deliver commuter parking within the Lindfield Village Hub major project.</p> <p>With the construction of commuter parking commencing in April 2020 as part of the Lindfield Village Green (LVG) major project, staff continued to pursue opportunities with TfNSW to provide commuter parking at Turramurra and other railway stations in the local government area.</p>
<b>Key Achievements</b>			
Transport for NSW confirmed its commitment to deliver commuter parking within the Lindfield Village Hub major project.			
T1.1.3.2	<p>Advocate to Transport for NSW (TfNSW) and bus providers to target improvements to bus services connecting nearby centres with Ku-ring-gai including Mona Vale - Macquarie Park route, and Chatswood-Dee Why/ Northern Beaches route.</p> <p><b>Signoff Authority:</b> Manager Urban Planning</p>	 50%	<p>In August 2020, Transport for NSW announced 220 more buses between St Ives and Sydney CBD. The additional services will supplement existing "express" bus services between the City and St Ives.</p> <p>There was also advice that Transport for NSW is soon expecting to introduce a new 197X Mona Vale – Macquarie Park express service, which is a peak hour service between Mona Vale and Macquarie Park that bypasses Gordon station. This was a commitment the state government made prior to the last election, and is effectively a precursor to the "B-line extension"-style services being considered along the corridor (the full B-Line type services still require a business case to be completed).</p> <p>However, TfNSW priority for the B-line extension appears to be the Chatswood-Dee Why (via Frenchs Forest) route, where a business case may be advancing quicker than the Mona Vale-Macquarie Park route.</p>

## Key Achievements


Council in collaboration with TfNSW are pursuing the regional transport linkages as identified in Councils adopted Local Strategic Planning Statement.

T1.1.3.3	<p>Collaborate with Transport for NSW (TfNSW) to co-ordinate and implement connections and upgrades to railway stations.</p> <p><b>Signoff Authority:</b> <i>Manager Urban Planning</i></p>	<p> 50%</p>	<p>Progress during the period included:</p> <ul style="list-style-type: none"> <li>* Completion of the Warrawee station upgrade.</li> <li>* Wahroonga station upgrade:</li> </ul> <p>Site establishment and early work activities commenced in late September 2020, and major construction commenced late in the period. The project is expected to take approximately 18 months to complete.</p> <ul style="list-style-type: none"> <li>* Roseville station upgrade:</li> </ul> <p>The project plan was finalised by Transport for NSW in July 2020. Early works commenced in late September 2020 and is expected to take around 18 months to complete. Highlights during the period includes:</p> <ul style="list-style-type: none"> <li>• hoarding installation at the Hill Street station entry and on the station platform</li> <li>• bridge work including repainting and replacing the stair treads where required</li> <li>• tree removal at the Hill Street station entrance</li> <li>• service relocations throughout the station precinct</li> <li>• concrete and piling work for the new lifts.</li> </ul> <ul style="list-style-type: none"> <li>* Pymble Station upgrade:</li> </ul> <p>Transport for NSW publicly exhibited the Review of Environmental Factors and supporting documents for the station upgrade. The proposal includes (but is not limited to) three new lifts connecting the existing footbridge to the Grandview Street Station entrance, the Pacific Highway station entrance and the station platform, as well as upgrades to the Grandview Street and Pacific Highway station entrances. Staff across various departments provided comments/feedback to Transport for NSW.</p> <ul style="list-style-type: none"> <li>* Killara Station upgrade:</li> </ul> <p>Transport for NSW announced that planning is currently underway to improve accessibility at Killara Station to those with a disability, limited mobility, parents/carers with prams and customers with luggage. The project is expected to be completed in 2023, although staff have not yet been contacted by Transport for NSW regarding planning aspects or development of a concept plan.</p>
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**Term Achievement**

Code	Description	Progress
T1.1.4	The community is informed, educated and encouraged to use alternative forms of transport.  <i>Signoff Authority: Director Strategy &amp; Environment</i>	
<b>Comments</b>		
Progressing as scheduled. Alternative forms of transport continued to be promoted during the reporting period to encourage community participation and increased education and awareness.		


**Operational Plan Tasks**

Code	Description	Progress	Comments
T1.1.4.1	Deliver education and awareness programs focused on alternatives to private car use.  <i>Signoff Authority: Manager Urban Planning</i>	 50%	Council's annual cycling promotion event, the Ride2Work Day, was held nationally in October 2020. Due to the COVID-19 pandemic and restrictions on outdoor gatherings/events, no formal Council-organised event took place in the Ku-ring-gai LGA. Alternatively, during the period, staff were approached by the organisers of the "Biketober Business Challenge", a NSW Government initiative that aims to create healthy workplaces and improve the health of working adults in NSW. Participants register online, and in October they compete to see who can encourage the most people to ride bikes for transport, health and fun. Staff agreed to promote the event to residents via the October edition of the Ku-ring-gai E-news.

**Issue:** T2: Local road network

**Long Term Objective:** T2.1: The local road network is managed to achieve a safe and effective local road network.

**Term Achievement**



Code	Description	Progress
T2.1.1	Safety and efficiency of the local road and parking network are improved and traffic congestion is reduced.  <i>Signoff Authority: Director Operations</i>	
<b>Comments</b>		
<p>One of the projects identified in the 10 year Traffic and Transport Plan is the construction of a protected right turn bay and upgrade of road surface to a non-skid surface at the intersection of Burns Road and Ellalong Road, North Turramurra. This project was re-nominated in the 2020/2021 NSW Safer Roads Program, and in February 2020 Council received 100% funding from TfNSW to design and construct over two years period. An amount of \$80,000 was offered for design and documentation in 2020/21 and \$468,000 for construction in 2021/2022. Council is in the process of engaging a consultant to undertake the design work and it is expected that the design will be completed by June 2021. Construction of the approved works on Burns Road will commence in the 1Q of 2021/2022.</p> <p>Council submitted 6 eligible projects identified in the 10 year Traffic and Transport Plan to the 2021/2022 Australian Government Black Spot and NSW Safer Roads Program. In April 2020, Council received 100% funding from TfNSW to upgrade the road surface on The Comenarra Parkway between Howson Avenue and Stainsby Close to a high level non-skid surface. An amount of \$185,000 was offered to complete this project by June 2021. A Request for Quotation (RFQ) has been sent to potential consultants for undertaking design investigation to ascertain whether any road cross section improvements are feasible between the existing kerbs. If feasible, a detailed design will be provided by the successful consultant. Council will commence the work as soon as the design is received, and the work will complete by June 2021.</p> <p>The NorthConnex commenced operation in late 2020, and Council will work with TfNSW to monitor impacts on Ku-ring-gai Council's key/selected roads.</p> <p>Some progress was made with the preparation of a RFQ for implementing the Parking Management Strategy at the Lindfield Village Green, but other workloads have impacted progress of this task.</p> <p><b>Reason</b></p> <p>The progress of the Parking Management Strategy was restricted in the first half of 2020/2021 due to COVID-19 pandemic.</p> <p><b>Remedial Action</b></p>		

In late April 2020, Council met with Lane Cove Council representatives to understand technology being implemented at the canopy redevelopment in the Lane Cove town centre. Further progress on the task of Parking Management Strategy will be made during the second half of 2020/2021.

### Challenges

The management of paid parking is effectively new in Ku-ring-gai with little internal expertise, and therefore staff will be relying heavily on experience from other Councils as well as advice from specialist consultants to guide any decision-making.

## Operational Plan Tasks


Code	Description	Progress	Comments
T2.1.1.1	<p>Continue to prepare an implementation plan for paid parking addressing location, financial and timing aspects of implementation.</p> <p><b>Signoff Authority:</b> <i>Manager Urban Planning</i></p>	 10%	<p>A site visit was held with the Project Manager for the Lindfield Village Green to understand the contractual requirements of the project as they relate to paid parking. It is understood that the "milestone" requirement for the project is to provide an occupancy/availability tracking system, (not paid parking) which would provide an indication of the number of available parking spaces in the Council-owned portion of the car park (with a view that any paid parking management system could then be integrated/retrofitted when required).</p> <p>Further work was done during the period to develop a scope of works for a Request for Quotation (RFQ) which would guide/advise Council on the financial and timing aspects of implementation, and advice on a preferred ownership/operator model. It was expected that the RFQ have been issued during the period but this did not occur.</p> <p><b>Reason</b></p> <p>While some progress was made during the period, other workloads have impacted progress of this task.</p> <p><b>Remedial Action</b></p> <p>Work will continue during the next quarter to finalise the scope of works for the RFQ, and issue the document for quotations from specialist consultants.</p>
<b>Challenges</b>			
<p>The challenge with this task is that paid parking is effectively new in Ku-ring-gai, there is little internal expertise, and therefore staff will be relying heavily on experience from other Councils as well as advice from specialist consultants to guide any decision-making.</p>			
T2.1.1.2	<p>Implement the 10 year Traffic and Transport Program.</p> <p><b>Signoff Authority:</b> <i>Manager Traffic &amp; Transport</i></p>	 40%	<p>In February 2020, Council received funding from TfNSW for the construction of a protected right turn bay (and upgrade of road surface to non-skid) at the intersection of Burns Road and Ellalong Road, North Turramurra, which was re-nominated in the 2020/2021 Black Spot Program. This project was scheduled in the 10 Year Plan for 2019/2020. Funding in 2020/2021 is for the design and documentation, and construction is expected to commence in 2021/2022. In November 2020, a Request for Quotation for the detailed design component was issued however none of the panel of consultants supplied a quote.</p> <p>Council was also awarded funding under the 2021/2022 NSW Safer Roads Program for resurfacing of The Comenarra Parkway 50m either side of Howson Avenue, Turramurra. This project was scheduled in the 10 Year Plan for 2020/2021 and is expected to be carried out in early 2021.</p> <p>Staff have nominated the installation of pedestrian facilities at the signalised intersection of Werona Avenue and Stanhope Road, Killara for funding in the 2021/2022 Australian Government Black Spot and NSW Safer Roads Program. While this site is listed in the 10 Year Plan for visibility improvements in</p>

			<p>2021/2022 (further investigation required), the more recent occurrence of vehicle-pedestrian incidents has triggered this nomination with a different scope.</p> <p>Staff have also nominated the installation of new traffic signals (to replace the roundabout) at the intersection of Junction Road and Grosvenor Street, Wahroonga for funding in the 2021/2022 Australian Government Black Spot and NSW Safer Roads Program. While this was scheduled in the 10 Year Plan for 2026/2027, the timing has been brought forward, as new traffic signals were considered by the Ku-ring-gai Traffic Committee in February 2020, and Council resolved that the site be nominated in a future Black Spot funding program.</p> <p><b>Reason</b></p> <p>It is unclear why the consultants in the panel did not provide a quotation for the design and documentation for the intersection of Burns Road and Ellalong Road in Turrumurra, although the timing of the RFQ (November) may have had an impact.</p> <p><b>Remedial Action</b></p> <p>The RFQ was issued to another panel of consultants in December, with a view to receiving quotes in January and engaging a design consultant during the next quarter.</p>
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**Issue:** T3: Regional transport network

**Long Term Objective:** T3.1: An accessible public transport and regional road network that meets the diverse and changing needs of the community.


### Term Achievement


Code	Description	Progress
T3.1.1	<p>A strategic access, traffic and transport plan is being implemented for the Northern Sydney Region.</p> <p><b>Signoff Authority:</b> Director Strategy &amp; Environment</p>	
<b>Comments</b>		
<p>Progressing as scheduled.</p> <p>A strategic access, traffic and transport plan continued to be implemented for the Northern Sydney Region during the period. This included the following:</p> <ul style="list-style-type: none"> <li>* adoption of the Northern Sydney Transport Infrastructure Strategy was presented to the NSROC Board with the recommendation to adopt the Strategy and accompanying Transport Priorities</li> <li>* the recommended transport infrastructure priorities will be incorporated in the Northern Sydney Regional Infrastructure Priorities Statement, which is currently under preparation. This consolidates the region's sportsground, social and infrastructure and transport infrastructure priorities.</li> <li>* NSROC formed the Transport Leadership Group to implement the Northern Sydney Transport Strategy and Transport Priorities.</li> <li>* ongoing monitoring of the implementation and opening of the NorthConnex project.</li> </ul>		

### Operational Plan Tasks


Code	Description	Progress	Comments
T3.1.1.1	<p>Monitor and report traffic impacts on the arterial and regional road network in Ku-ring-gai after commencement of operation of NorthConnex Link.</p> <p><b>Signoff Authority:</b></p>	 50%	<p>In early September 2020, NorthConnex gave Council staff a briefing on the progress of NorthConnex. At the briefing, a specific opening time was not given as there was still systems testing underway, although it was indicated it would be in the next month or two, implying an October/November 2020.</p>




	<i>Manager Traffic &amp; Transport</i>		<p>During the briefing, it was also re-affirmed that as part of the operational conditions of approval, TfNSW/NorthConnex are required to undertake traffic volume monitoring of key roads (arterial and regional roads) surrounding the tollroad during pre and post commencement of operation. The "pre" counts were undertaken in November 2019, and the "post" counts are required to be undertaken 12 months and 5 years after NorthConnex operation. Council can also indirectly monitor traffic volumes on local roads through its regular traffic counting program, and assess any changes in light of the opening of the NorthConnex Tunnel.</p> <p>NorthConnex officially opened to traffic on 31 October 2020, so it is anticipated that the 12 month "post" counts would be undertaken around October/November 2021.</p>
T3.1.1.2	<p>Collaborate with regional partners to advocate for improved traffic and transport in the Northern Sydney region aligned with the Local Strategic Planning Statement (LSPS), North District Plan, and Future Transport 2056.</p> <p><b>Signoff Authority:</b> <i>Manager Urban Planning</i></p>	 50%	<p>The adoption of the Northern Sydney Transport Infrastructure Strategy was presented to the NSROC Board Meeting in August 2020, with the recommendation that the Board adopt the Northern Sydney Transport Infrastructure Strategy and accompanying Transport Priorities.</p> <p>The recommended transport infrastructure priorities will be incorporated in the Northern Sydney Regional Infrastructure Priorities Statement (under preparation). The Infrastructure Priorities Statement consolidates the region's sportsground, social and infrastructure and transport infrastructure priorities. It will form the basis of advocacy for infrastructure investment in the region to 2036 by seeking financial and regulatory support from the NSW Government to enable timely delivery of these infrastructure priorities.</p> <p>NSROC formed the Transport Leadership Group to implement the Northern Sydney Transport Strategy and Transport Priorities. The Group comprises transport representatives from NRSOC Councils (including Ku-ring-gai) and the first meeting is scheduled in February 2021, to focus on the context, draft terms of reference for the group, and identifying the process for implementation and key issues or opportunities, and next steps.</p>
<b>Key Achievements</b>			
Council is now part of the NSROC Transport Leadership Group to implement the Northern Sydney Transport Strategy and Transport Priorities.			

T3.1.1.3	<p>Plan for works in response to development in local centres.</p> <p><b>Signoff Authority:</b> <i>Manager Urban Planning</i></p>	 50%	<p>Works in the Ku-ring-gai Contributions Plan 2010 (in response to developments in local centres) have been included in the Long Term Financial Plan, along with indicative timings. These works are typically development or Council project driven, and will depend on development occurring in the local centres.</p> <p>Progress on Gordon Local Centre transport works during the period included:</p> <p>* In early July 2020 the funding offer from Transport for NSW for the High Pedestrian Activity Area scheme around the Gordon railway station was accepted. It is envisaged that the reconstruction of Wade Lane (new/widened footpaths and integration with the station area) can be coordinated with the St Johns Avenue Streetscape project works, which are expected to commence in early 2021.</p> <p>Progress on Lindfield Local Centre transport works during the period included:</p> <p>* For the proposed traffic signals at the intersection of Lindfield Avenue and Tryon Road, further stakeholder consultation took place with Transport for NSW and St Alban's Church regarding access arrangements to the church grounds. These discussions are expected to continue and the access matter resolved during early 2021. In the meantime, an RFQ for traffic signal design was commenced and is expected to be issued to a panel of consultants in the first quarter of 2021.</p> <p>Progress on Turrumurra Local Centre transport works during the period included:</p> <p>* The draft concept Public Domain Plan for the Turrumurra local centre was presented to Transport for NSW for feedback/comment, and adopted for public exhibition/comment by Council. The Plan incorporates provision for the key traffic and transport measures identified in the Contributions Plan, as well as improved footpaths, pedestrian crossing facilities and cycling facilities.</p> <p>Progress on St Ives Local Centre transport works during the period included:</p> <p>* Staff in Traffic Operations commenced preparing approvals to implement the proposed One-Way (eastbound) traffic flow in Porters Lane (between Rosedale Road and Lynbara Avenue) using temporary materials. This project is identified in the Ku-ring-gai Contributions Plan 2010 and has been triggered in response to the majority of surrounding developments completed or subject to Development Application/s.</p>
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### Term Achievement

Code	Description	Progress
T3.1.2	<p>Council engages with the State Government to upgrade regional roads and reduce congestion in the local road network.</p> <p><b>Signoff Authority:</b> <i>Director Strategy &amp; Environment</i></p>	
<b>Comments</b>		
<p>Progressing as scheduled.</p> <p>During the reporting period Council continued to pursue funding under the Australian Government Black Spot program and NSW Safer Roads Program for improvements in traffic and pedestrian facilities across the Ku-ring-gai area.</p>		

**Operational Plan Tasks**

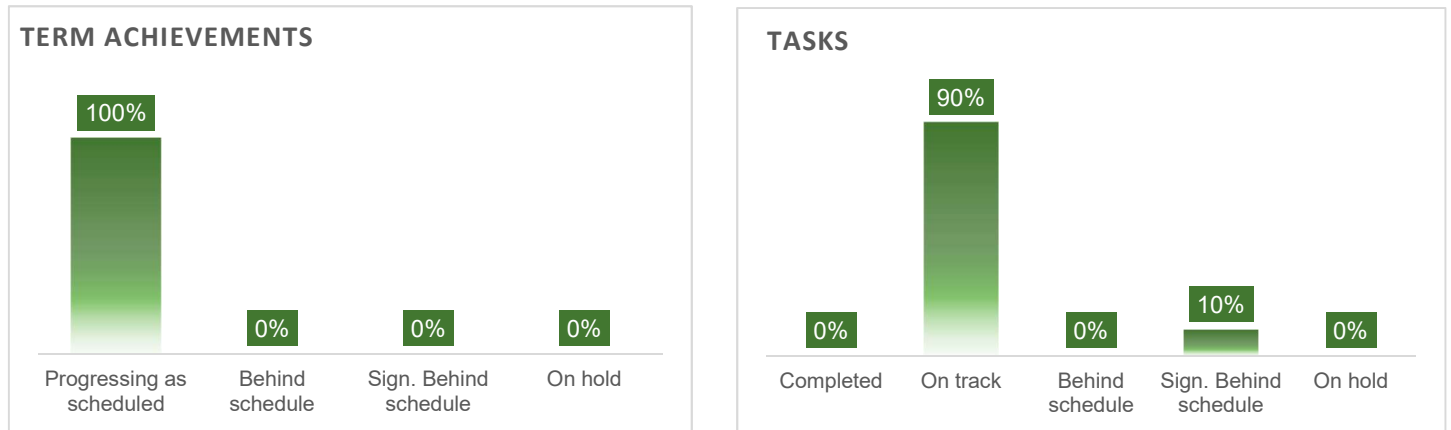
Code	Description	Progress	Comments
T3.1.2.1	<p>Pursue funding opportunities with Transport for NSW (TfNSW) for improvement works on regional roads and at blackspot locations.</p> <p><b>Signoff Authority:</b> <i>Manager Urban Planning</i></p>	<p> 50%</p>	<p>During the period, staff from Strategic Planning and Traffic Operations submitted the following eligible nominations to the 2021/2022 Australian Government Black Spot and NSW Safer Roads Program:</p> <ul style="list-style-type: none"> <li>* Intersection Junction Road and Grosvenor Street, Wahroonga - replace roundabout with new traffic signals.</li> <li>* Intersection Werona Avenue and Stanhope Road, Killara - install missing pedestrian crossing facilities at existing traffic signals.</li> <li>* Intersection Archbold Road and Carnarvon Road, Roseville - install median island in Carnarvon Road to restrict movements to left-in/left-out (no right turns between Archbold Road and Carnarvon Road).</li> <li>* Intersection Rosedale Road and Shinfield Avenue, St Ives - construct single lane roundabout.</li> <li>* Intersection Collins Road and Toolang Road, St Ives - construct single lane roundabout.</li> <li>* Intersection Killeaton Street and Memorial Avenue, St Ives - upgrade traffic signals: introduce protected pedestrian phase.</li> </ul> <p>The total estimated value of the above nominated projects exceeds \$1.85 million, and Council is unlikely to be successful on all 6 projects due to the limited amount of funding available, and competing nominations nationwide.</p> <p>Successful nominations are usually announced in May/June.</p>
<b>Key Achievements</b>			
Council has continued to be successful in gaining funding under the 2021/2022 Australian Government Black Spot and NSW Safer Roads Program.			



## THEME 5 LOCAL ECONOMY AND EMPLOYMENT

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

### Performance summary



### Key achievements

- A robust business program was delivered including highly successful online business events.
- Council continues to expand tourism business in Ku-ring-gai including delivering new COVID Safe events like the Sunset Drive-In Cinema, the Bare Creek Trail Run and a self-directed driving tour of the area. The new Ku-ring-gai destination events program was launched which included Santa in the Gardens and Halloween in the Gardens.
- New destination imagery launched, along with branding and signage for the Ku-ring-gai Wildflower Garden.

### Challenges

- Adjustments to programs and events to meet COVID-19 restrictions.
- Strategic planning under uncertain conditions created by the COVID-19 pandemic.

## Full progress report



**Issue:** E1: Promoting Ku-ring-gai's business and employment opportunities




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

### Term Achievement

Code	Description	Progress
E1.1.1	Ku-ring-gai's opportunities and assets are promoted and strengthened to attract business and employment to the area.  <i>Signoff Authority: Director Community</i>	
<b>Comments</b>		
Progressing as scheduled. Council continues to promote and strengthen Ku-ring-gai's opportunities and assets to attract business and employment to the area. A robust business program was delivered including highly successful online business events. Additionally, the commercial centres strategy was placed on exhibition.		
<b>Key Achievements</b>		
Transitioning from face to face business events to providing online business events during the COVID-19 pandemic.		

### Operational Plan Tasks


Code	Description	Progress	Comments
E1.1.1.1	Continue to provide opportunities for local businesses to be involved in the planning for delivery of major centre upgrades.  <i>Signoff Authority: Manager Corporate Communications</i>	 50%	Staff continue to liaise with local businesses on matters relating to centre upgrades. Businesses were invited to provide comments on the Retail and Commercial Centres Strategy and the Ku-ring-gai Character Study. They were also targeted to provide feedback regarding outdoor dining provision and to participate in the Annual Business Survey, which covers a variety of topics including the quality of the town centres. Council staff have also been liaising closely with businesses in central Lindfield to ensure any negative impacts of the Lindfield Village Green construction are kept to a minimum.
E1.1.1.2	Undertake the Employment Lands Study and Strategy as part of the implementation of the Local Strategic Planning Statement (LSPS).  <i>Signoff Authority: Manager Urban Planning</i>	 20%	A draft Request for Quotation (RFQ) was prepared to engage consultants to undertake an Employment Lands Study for Ku-ring-gai. However, the release of the RFQ was delayed due to the COVID-19 pandemic significantly impacting employment activities across Sydney.  In November 2020, the NSW Department of Planning, Industry and Environment also advised Council of its Employment Zones Reform Project that was currently under way. The project seeks to review current business and industrial zones within the Department's Standard Instrument LEP, which were introduced over 15 years ago, to assess whether they reflect how people now live, work and move around. The scope of the NSW government project includes creation of a new zoning framework to replace the current business and industrial zones, The stated purpose of the reform is to ensure employment zones are fit for purpose, support productivity and jobs creation, reduce the number of zones, increase flexibility, support strategic planning and include a clear strategic intent. A webinar was held by the Department in December 2020 to provide further information on the project.  <b>Reason</b>  During the reporting period the organisation focused on finalising the separate draft Retail and Commercial

			<p>Centres Strategy, which would significantly contribute to this study.</p> <p>The COVID-19 pandemic has impacted employment activities and it is currently unclear how this will affect future employment growth and floor space demand going forward.</p> <p>The NSW Department of Planning Employment Zones Reform Project, which will be undertaken in 2021, will have implications for the Ku-ring-gai Employment Lands Study.</p> <p><b>Remedial Action</b></p> <p>The decision to proceed with full Employment Lands Study is to be re-examined in March 2021, with an option to undertake a smaller state of market study due to ongoing impacts of COVID-19 and the Department of Planning Employment Zone Reform Project which is being undertaken in 2021.</p>
<b>Challenges</b>			
Strategic planning under uncertain conditions created by the COVID-19 pandemic.			
E1.1.1.3	<p>Continue to engage and collaborate with the local business community on economic development priorities, actions and relevant issues.</p> <p><b>Signoff Authority:</b> <i>Manager Corporate Communications</i></p>	 50%	<p>Council continues to deliver the monthly Business E-news to keep local business informed about local business issues, events and news from other levels of government. Currently there are close to 1,500 subscribers to the business E-news. This is supplemented by Business Bulletins which are sent twice per year to all ABN holders in Ku-ring-gai (approx 19,000).</p> <p>In late 2020, Council in partnership with Regional Development Australia (Sydney), with the support of the NSW Small Business Commissioner undertook research with home based businesses to ascertain how the sector can be best supported in Ku-ring-gai.</p>
E1.1.1.4	<p>Continue Council's comprehensive business engagement events program.</p> <p><b>Signoff Authority:</b> <i>Manager Corporate Communications</i></p>	 50%	<p>Since July 2020 Council has delivered 16 business engagement events. All of these were delivered online due to COVID-19 restrictions. 12 of the sessions were funded by the NSW Government as part of Small Business Month 2020. Nearly 800 local business people registered for the events which covered topics including restaurant/cafe management, digital and traditional marketing, wellbeing, business planning, grants and government support. The sessions received consistently positive feedback.</p>
E1.1.1.5	<p>Implement a Retail and Commercial Centres Strategy for Ku-ring-gai.</p> <p><b>Signoff Authority:</b> <i>Manager Urban Planning</i></p>	 60%	<p>A Draft Retail and Commercial Centres Strategy was placed on public exhibition for a 4 week period with 38 submissions received during public exhibition and 5 late submissions received. Outcomes of the public exhibition were reported to Council's Ordinary Meeting of 8 December 2020 where Council resolved to receive and note the submissions.</p>



**Issue:** E2: Partnering for business and employment growth

**Long Term Objective:** E2.1: Key stakeholders have confidence in, and pro-actively partner with Council to enhance employment and economic benefits.

### **Term Achievement**

Code	Description	Progress
E2.1.1	Ku-ring-gai's business community, government agencies and regional partners are working in an effective and integrated way to strengthen and develop Ku-ring-gai's local economic base.  <i>Signoff Authority: Director Community</i>	
<b>Comments</b>		
<p>Progressing as scheduled.</p> <p>Council has a close relationship with Service NSW and is in regular contact with regional management and staff. The Easy to do Business program has been rebranded to Service NSW for Business which has involved new resources being allocated to the program. A new mobile business concierge service has been introduced which council is promoting to ensure local business can access support locally.</p> <p>Council also involves Service NSW staff in events where they provide updates to business about government support available.</p>		

### **Operational Plan Tasks**

Code	Description	Progress	Comments
E2.1.1.1	Continue to seek opportunities to collaborate with other local councils, NSW State Government, other peak bodies and non-government organisations (NGOs).  <i>Signoff Authority: Manager Corporate Communications</i>	 50%	<p>Council continues to work closely with other councils, state and federal agencies and non-government organisations. Council participated in NSW Small Business Month in October 2020. 12 events were delivered which were funded by the state government. The events were delivered with the assistance of Realise Business who deliver the NSW Business Connect program in eastern Sydney.</p> <p>Council regularly invites Service NSW to attend business events to provide updates about government support available.</p> <p>In late 2020, Council in partnership with Regional Development Australia (Sydney), with the support of the NSW Small Business Commissioner undertook research with home based businesses to ascertain how the sector is operating in Ku-ring-gai and what it needs to be successful. The outcomes of the project will be used to devise future programs at a local and state level to improve how home based businesses outputs are measured and supported.</p> <p>Council also continues to work closely with other councils. Planning is currently under way for a program of business mentoring in association with City of Ryde Council which will be delivered in early 2021.</p>
E2.1.1.2	Continue to support the Easy to do Business Program including its expansion into new industry sectors as identified by Service NSW.  <i>Signoff Authority: Manager Corporate Communications</i>	 50%	<p>Council has a close relationship with Service NSW and is in regular contact with regional management and staff. The Easy to do Business Program has been re-branded to Service NSW for Business which has involved new resources being allocated to the program. A new mobile business concierge service has been introduced which Council is promoting to ensure local business can access support locally.</p> <p>Council also involves Service NSW staff in events where they provide updates to business about government support available.</p>




**Issue:** E3: Tourism and visitation opportunities

**Long Term Objective:** E3.1: Ku-ring-gai has a range of activities and experiences that attract visitors.

### Term Achievement

Code	Description	Progress
E3.1.1	Tourism business has been strengthened and expanded.  <i>Signoff Authority: Director Community</i>	
<b>Comments</b>		
Progressing as scheduled. Council continues to expand tourism business in Ku-ring-gai including delivering new COVID Safe events like the Sunset Drive-In Cinema, the Bare Creek Trail Run and a self-directed driving tour of the area. The new Ku-ring-gai destination events program was launched which included Santa in the Gardens and Halloween in the Gardens.		
<b>Key Achievements</b>		
<ul style="list-style-type: none"> <li>- New destination imagery launched</li> <li>- New destination branding and signage designed for Ku-ring-gai Wildflower Garden</li> </ul>		

### Operational Plan Tasks

Code	Description	Progress	Comments
E3.1.1.1	Continue to support local events both new and existing.  <i>Signoff Authority: Manager Visitor Experience &amp; Events</i>	 50%	Ku-ring-gai Council partnered with Sunset Cinema to bring Sunset Drive In Ku-ring-gai to the community and greater metropolitan Sydney. The drive in was held from 1 October through to 4 November at St Ives Showground and attracted more 11,500 people from as far as the Central Coast, Blue Mountains and Southern Sydney within the 5 week period. There was 20 sessions available with 13 sessions achieving more than 75% capacity of which 8 were fully booked. The Bare Creek Trail Run was held on Sunday 8 November and was the first COVID Safe running event to be held. The event attracted 900 runners from all over Sydney with 85% of the attendees from outside of the Ku-ring-gai LGA from as far as Lithgow. Aussie Night Markets held a two-night food market at St Ives Showground on 20 and 21 November 2020. This event attracted crowds of 5,200 over the two evenings. Council is currently planning the delivery of the Heritage Festival.
E3.1.1.2	Promote local tourism activities to the whole community via Council's communication methods e.g. social media and website.  <i>Signoff Authority: Manager Corporate Communications</i>	 50%	Due to COVID-19 restrictions on tourism related events there was limited promotion of tourism during this period. However some activities at the Wildflower Garden and Showground could proceed and were promoted via the website and social media. These included Santa at the Garden, bushwalking and the drive-in cinema.
E3.1.1.3	Progress key actions identified in the Ku-ring-gai Destination Management Plan.  <i>Signoff Authority: Director Community</i>	 50%	Council continues to progress the Destination Management Plan. Achievements during the period included: <ul style="list-style-type: none"> <li>- Compiled a comprehensive list of destination partners for the development of a future Destination Network in Ku-ring-gai.</li> <li>- Created a Driving Tour of Ku-ring-gai featuring natural, historical, architectural and recreational points of interest.</li> <li>- Engaged with Destination NSW to list our major destination assets and leverage off domestic tourism campaigns such as LoveNSW.</li> </ul>



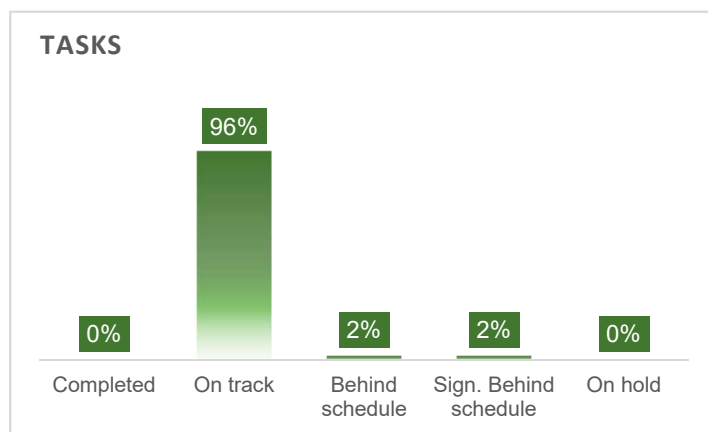
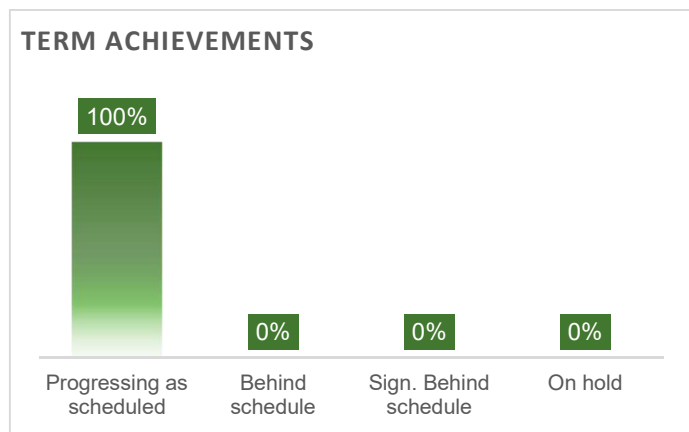
		<ul style="list-style-type: none"> <li>- October Sunset Drive In Ku-ring-gai at St Ives Showground welcomed visitors from all of Greater Sydney including the Central Coast and achieved national media coverage on Channel 9 and in the Sydney Morning Herald.</li> <li>- The Ku-ring-gai Wildflower Garden was profiled in a national eco-tourism story on the ABC's Gardening Australia.</li> <li>- Santa in the Garden at the Wildflower Garden sold out and saw attendance from Sydney, Central Coast, Hawkesbury and The Shire.</li> <li>- St Ives Showground Regional Playground opened to the public and was unanimously established as a major destination attraction.</li> <li>- Ku-ring-gai's Christmas Tree Display included an interactive scene and dazzled the high volume through traffic on Pacific Highway.</li> <li>- The St Ives Showground became an important community asset by hosting a COVID Clinic that serviced our neighbouring local government areas.</li> </ul>
<b>Key Achievements</b>		
<ul style="list-style-type: none"> <li>- National tourism media coverage achieved for Ku-ring-gai Wildflower Garden and St Ives Showground</li> <li>- Very successful Sunset Drive-In Cinema regional COVID-19 safe event</li> <li>- Highly attended Santa in the Garden regional COVID-19 safe event</li> <li>- New destination imagery launched</li> <li>- New destination branding and signage designed for Ku-ring-gai Wildflower Garden</li> </ul>		



## THEME 6 LEADERSHIP AND GOVERNANCE

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

### Performance summary



### Key achievements

- Development and implementation of the Request for Tender templates and supporting contract framework.
- Council utilised data monitoring to calculate the organisation's energy and emissions footprint and was able to demonstrate a 29% reduction relative to last year's greenhouse gas emissions, indicating that Council achieved its 2020 target of lowering emissions by 20% relative to 2000 levels.
- Received approval for the categorisation of lands from Crown Lands providing a key milestone for the Plan of Management completion.
- Council's new website was launched in December 2020.
- Further expansion of the Operations Department mobile device 'early adopters' program which enables staff to receive and complete work orders in the field.

### Challenges.


- As a result of the COVID-19 pandemic, the NSW Government postponed all NSW local government elections until September 2021. This has altered some reporting and delivery timeframes across the organisation.

## Full progress report





**Issue:** L1: Leadership

**Long Term Objective:** L1.1: A shared long term vision for Ku-ring-gai underpins strategic collaboration, policy development and community engagement.

### Term Achievement


Code	Description	Progress
L1.1.1	The priorities of our community are reflected in the Ku-ring-gai Community Strategic Plan and inform Council's policy development, decision-making and program delivery.  <b>Signoff Authority:</b> General Manager	
<b>Comments</b>		
Progressing as scheduled. The community's long term objectives contained in the Community Strategic Plan 'Our Ku-ring-gai 2038' continued to inform and guide Council's decision-making and the delivery of services and projects through the Delivery Program and Operational Plan. There was a significant impact on the delivery of a number of services and programs due to COVID-19 restrictions.		

### Operational Plan Tasks


Code	Description	Progress	Comments
L1.1.1.1	Commence preparation of an End of Term Report on the progress of implementing the Community Strategic Plan 2038.  <b>Signoff Authority:</b> Manager Governance & Corporate Strategy	 50%	Preparation of the End of Term Report has been programmed to commence in the second half of 2020/21.
L1.1.1.2	Commence review of Ku-ring-gai's Community Strategic Plan 2038 in response to identified challenges, opportunities, community and strategic priorities.  <b>Signoff Authority:</b> Manager Governance & Corporate Strategy	 50%	Review of Ku-ring-gai's Community Strategic Plan is programmed to commence in the second half of 2020/21.
L1.1.1.3	Prepare Integrated Planning and Reporting plans including a Resourcing Strategy, Delivery Program and Operational Plan.  <b>Signoff Authority:</b> Manager Governance & Corporate Strategy	 50%	Preparation of the next Operational Plan 2021-2022 commenced in the second quarter and will be completed before June 30, 2021. This will include a review of the current Delivery Program and Resourcing Strategy.
L1.1.1.4	Complete all statutory reporting for the Integrated Planning and Reporting Framework and communicate outcomes to stakeholders.  <b>Signoff Authority:</b> Manager Governance & Corporate Strategy	 50%	All required statutory reporting was completed for the period. This included reporting to Council's meeting of 25 August 2020 on the six month June bi-annual review of the Operational Plan 2019/20 and preparation of the Annual Report 2019/20. Due to the significant impact of the COVID-19 restrictions on the delivery of a number of services and programs during March to June, performance was assessed on the basis of both including and excluding COVID-19 impacts. COVID-19 impacts resulted in 76% of tasks and 75% of term achievements being progressed as planned. While performance results excluding COVID-19 impacts were 90% of tasks and 93% of term achievements progressed as scheduled.

			The results of the June bi-annual review and Annual Report for 2019-2020 were both published on Council's website for community information. Hard copies of the Annual Report 2019-2020 are also available at Council libraries.
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### Term Achievement

Code	Description	Progress
L1.1.2	Council leads the community by advocating, influencing and participating in policy development to the benefit of the local area.  <i>Signoff Authority: General Manager</i>	
<b>Comments</b>		
<p>Progressing as scheduled.</p> <p>Council continued to proactively advocate for the community and address policy matters at state and regional levels through participation on representative groups, committees and staff working groups. Key responses included:</p> <ul style="list-style-type: none"> <li>* the review of the draft Housing Strategy following public exhibition</li> <li>* continuing to implement relevant Federal and State government measures in relating to the COVID-19 pandemic in NSW</li> <li>* continuing to advocate on behalf of the Ku-ring-gai community and Council for NSW and Federal government support during the pandemic.</li> </ul>		


### Operational Plan Tasks

Code	Description	Progress	Comments
L1.1.2.1	Proactively participate in and respond to Government policy development and reforms affecting Ku-ring-gai at state and regional levels aligned with the adopted Community Strategic Plan.  <i>Signoff Authority: Manager Governance &amp; Corporate Strategy</i>	 50%	Councillors and Council officers continued to participate in, advocate for and respond to policy development and legislative change affecting Ku-ring-gai through Council resolution, state and regional representative groups and committees. Key responses included:  * the review of the draft Housing Strategy following public exhibition  * continuing to implement relevant Federal and State government measures in relating to the COVID-19 pandemic in NSW  * continuing to advocate on behalf of the Ku-ring-gai community and Council for NSW and Federal government support during the pandemic.

### Term Achievement

Code	Description	Progress
L1.1.3	Partnerships are established with government agencies, regional and local organisations and community groups and are working to achieve Ku-ring-gai's community outcomes.  <i>Signoff Authority: General Manager</i>	
<b>Comments</b>		
<p>Progressing as scheduled.</p> <p>Council continued pursuing new and supporting existing partnership arrangements with agencies, organisations and community groups for the benefit of the Ku-ring-gai community. This particularly included partnerships related to COVID-19 health and safety matters and supporting community groups and organisations to re-open community buildings and facilities, sportsgrounds and playgrounds within limits set by government directives. In addition, Council continued to provide assistance to community organisations to assist older and more vulnerable Ku-ring-gai residents.</p>		

### Operational Plan Tasks


Code	Description	Progress	Comments
L1.1.3.1	Pursue opportunities and support collaborations and partnership arrangements with other agencies,	 50%	During the reporting period partnership arrangements continued to be focused on information sharing and liaison with government agencies on COVID-19

	<p>organisations and community groups that provide tangible benefits to the local area.</p> <p><b>Signoff Authority:</b> <i>Manager Governance &amp; Corporate Strategy</i></p>		<p>related health and safety matters and support to community groups and organisations regarding the re-opening and operation of community buildings and facilities, sportsgrounds and playgrounds within limits set by government directives. In addition Council continued to provide assistance to community organisations to assist older and more vulnerable Ku-ring-gai residents.</p>
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**Issue:** L2: Financial capacity and sustainability




**Long Term Objective:** L2.1: Council rigorously manages its financial resources and assets to maximise delivery of services.

### Term Achievement


Code	Description	Progress
L2.1.1	<p>Council maintains and improves its long term financial position and performance.</p> <p><b>Signoff Authority:</b> <i>Director Corporate</i></p>	
<b>Comments</b>		
<p>Progressing as scheduled.</p> <p>The review of Council's Annual Budget 2021/22 and the 10 year Long Term Financial Plan ( LTFP) commenced in November 2020. Budget assumptions, forecasts and key targets are reviewed as part of the budgeting process. Council's funding strategy will also be reviewed to ensure it is in line with new long term estimates. The draft budget will be adjusted, if necessary, for further impacts from the COVID-19 pandemic. Consultation with management will be undertaken prior to adoption.</p> <p>The financial performance for the current financial year has been regularly reviewed and reported to Council as part of quarterly budget reviews (QBR). Funding for the COVID-19 pandemic financial impacts has been detailed in September and December QBR reports to Council. It is expected that Council will finish the year with a satisfactory operating result and within allocated forecast budget.</p>		

### Operational Plan Tasks



Code	Description	Progress	Comments
L2.1.1.1	<p>Review the Long Term Financial Plan based on 10 year forecasts as part of the Resourcing Strategy.</p> <p><b>Signoff Authority:</b> <i>Manager Finance</i></p>	 50%	<p>The review of the 2021-22 recurrent budget and project bids was completed by budget managers. The analysis of budget data is underway with a first draft due to be presented to GMD and Councillors in February 2021. The Long Term Financial Plan (LTFP) will be reviewed and scheduled for adoption in line with the Resourcing Strategy.</p>
L2.1.1.2	<p>Achieve financial sustainability targets identified in the Long Term Financial Plan.</p> <p><b>Signoff Authority:</b> <i>Manager Finance</i></p>	 50%	<p>The LTFP will be reviewed as part of the annual budgeting process for 2021/22 and the Resourcing Strategy. As part of this review all financial indicators will be assessed to ensure they achieve set benchmarks and are part of Council's future funding strategy. A draft LTFP is expected to be finalised by mid February for discussion with senior management and Councillors.</p>

L2.1.1.3	Ensure Council maintains its financial position by meeting overall budget performance objectives.  <b>Signoff Authority:</b> <i>Manager Finance</i>	 50%	The overall budget performance is regularly monitored with a detailed review and reporting to Council on a quarterly basis.  The December QBR will commence early January 2021 and will be reported to Council on 16 February 2021.  The December quarterly review will analyse the budget performance against actuals year to date and highlight any budgetary issues arising from the review.
L2.1.1.4	Progress Council approved property acquisitions and divestments.  <b>Signoff Authority:</b> <i>Manager Property</i>	 50%	Staff continued to progress this work during the reporting period which also included negotiations to investigate acquisition of land for open space.
L2.1.1.5	Improve financial returns from Council's property portfolio.  <b>Signoff Authority:</b> <i>Manager Property</i>	 50%	TOMRA licences (reverse vending machine) for Turrumurra and St Ives have been finalised and expected to be executed in the next reporting period. The TOMRA site for St Ives requires power which is under investigation.  An access and compound licence for use of the Kuring-gai Town Hall car park for adjoining unit development at 1190 Pacific Highway, Pymble is well advanced. Public submissions have closed which will be assessed as part of the licence application approval process.  A construction certificate was granted for digital advertising licence to Captive Vision - lease of Gordon Air-bridge.  Commercial terms were agreed to for the HART sub-lease renewal.

### Term Achievement


Code	Description	Progress
L2.1.2	Council's income and expenditure meets the needs of the community.  <b>Signoff Authority:</b> <i>Director Corporate</i>	
<b>Comments</b>		
<p>Progressing as scheduled.</p> <p>The financial performance for the current financial year is regularly reviewed and reported to Council as part of quarterly budget reviews (QBR). Funding for COVID-19 pandemic financial impact have been detailed in September and December QBR reports to Council. Any further adjustments will be analysed and reflected in March Quarterly Budget Review.</p> <p>As at end of December 2020, it is expected that Council will finish the year with a satisfactory operating result and within allocated revised budget.</p>		

### Operational Plan Tasks




Code	Description	Progress	Comments
L2.1.2.1	Monitor expenditure to ensure it is in accordance with agreed priorities of the community.  <b>Signoff Authority:</b> <i>Manager Finance</i>	 50%	Actual performance against budget is monitored on a monthly basis and any major variations to the budget are reported to Council on a quarterly basis. As at the latest adopted Quarterly Budget Review (QBR) - September 2020 the projected financial position for 30 June 2021 was satisfactory, taking into account the projected estimates of income and expenditure and the original budgeted income and expenditure. Staff have finalised the September QBR with all significant budget variations reflected in the report.
L2.1.2.2	Continue to analyse opportunities for sustainable increases to Council's income.	 50%	The exercise of lease option for Rhodes Docherty was successfully concluded for 828 Pacific Highway Gordon. Terms were agreed for the renewal of the lease to CFMG Pty Ltd and Webb Australia and the lease is expected to be executed next reporting

	<b>Signoff Authority:</b> <i>Manager Property</i>		period. Negotiations are progressing for the lease renewal for JGBS.  Lease renewals for residential properties at 15 Dumaresq Street, 17 Dumaresq Street, 4A Moree Street, 10 Primula Street, Gordon have occurred on more favourable market rents.
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### Term Achievement

Code	Description	Progress
L2.1.3	Council maintains its commitment to infrastructure asset management priorities.  <b>Signoff Authority:</b> <i>Director Corporate</i>	
<b>Comments</b>		
Progressing as scheduled. A commitment to infrastructure asset management priorities are displayed throughout the organisation with the maintenance and protection of assets given a high priority.		


### Operational Plan Tasks

Code	Description	Progress	Comments
L2.1.3.1	Identify available funding sources in the Long Term Financial Plan and allocate to priority projects and assets.  <b>Signoff Authority:</b> <i>Manager Finance</i>	 50%	The current Long Term Financial Plan (LTFP) allocates sufficient funding to priority projects and infrastructure assets to meet all identified assets and financial performance benchmarks. As part of the annual budget process and LTFP review, priority projects and new budget requirements will be reviewed and funds allocated as required. Council continued to maintain its commitment to infrastructure assets and decreasing the current infrastructure backlog. This is reflected in the current funding strategy forming part of the LTFP.
L2.1.3.2	Review the Asset Management Strategy as part of Council's adopted Resourcing Strategy.  <b>Signoff Authority:</b> <i>Director Operations</i>	 50%	Council's Asset Management Strategy has been reviewed and is up to date. Asset inspections and upgrades are continuing.
L2.1.3.3	Achieve asset management targets identified in the Resourcing Strategy.  <b>Signoff Authority:</b> <i>Director Operations</i>	 50%	Inspections and upgrading of Council assets is continuing in line with current resources. The road rehabilitation program is progressing on schedule. Works to rectify issues in the structure of Council's administration building are nearing completion.




**Issue:** L3: Good governance and management

**Long Term Objective:** L3.1: The organisation is recognised and distinguished by its ethical decision-making, efficient management, innovation and quality customer service.



### Term Achievement

Code	Description	Progress
L3.1.1	Integrated risk management, compliance and internal control systems are in place to identify, assess, monitor and manage risks throughout the organisation.  <i>Signoff Authority: Director Corporate</i>	
<b>Comments</b>		
<p>Progressing as scheduled.</p> <p>Council continued to:</p> <ul style="list-style-type: none"> <li>* Manage and coordinate a compliant and effective Enterprise Risk Management system: We have recently reviewed and renamed our Corporate Risk &amp; Assurance Service Unit to Risk Advisory service with a view to ensuring the functions of the unit are aligned with management expectations, strategic directions and business needs.</li> <li>* Manage, coordinate, support and facilitate the effective operation of Councils Internal Audit function.</li> <li>* Coordinate, support and facilitate the effective management of Councils Insurance portfolio: The total number of public liability claims lodged against Council in 3Q has increased compared to 2Q 2020, in particular the number of personal injury claims. The average workers compensation claims reporting timeframes have improved significantly from 22 days in FY2019/2020 to 1 day in the current financial year.</li> <li>* Manage and coordinate a compliant and effective Workplace, Health and Safety (WHS) Management System: We have continued to focus on providing support to management and staff during COVID-19 under its WHS program.</li> <li>* Coordinate the efficient and effective delivery of the North Shore Councils Internal Audit Service.</li> </ul>		


### Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.1.1	Manage and coordinate a compliant and effective Enterprise Risk Management system.  <i>Signoff Authority: Manager People &amp; Culture</i>	 50%	Council has recently reviewed and renamed its Corporate Risk & Assurance Service Unit to Risk Advisory service with a view to ensuring the functions of the unit are aligned with management expectations, strategic directions and business needs.  The Risk Advisory service unit's forward focus philosophy/methodology is based on the IDDDS model, namely: Identify, Diagnose, Design, Deliver and Sustain.
L3.1.1.2	Manage, coordinate, support and facilitate the effective operation of Councils Internal Audit function.  <i>Signoff Authority: Manager People &amp; Culture</i>	 50%	The audit program is based on a calendar year not financial year. As at 31 December 2020, the internal audit plan was 57% complete for the period 1 January 2020 to 31 December 2020 for Ku-ring-gai Council. Three internal audits were completed in full - contract management, DA processing and compliance and a gap analysis of Council's internal control framework completed against the recommendations made by ICAC in their report on 'managing corrupt conduct during COVID-19. An internal audit of the administration of grants and sponsorships is in progress and will be expected to be completed by February 2021.  A new auditor commenced and that has assisted with resourcing the function. Ku-ring-gai's induction training was attended.
<b>Challenges</b>			
<ul style="list-style-type: none"> <li>* completing internal audits with temporarily limited resources.</li> <li>* Liaising with the Audit, Risk and Improvement Committees and management of the six (6) councils of the shared service to develop a consolidated internal audit plan that takes into account common audits and shared learnings.</li> </ul>			
L3.1.1.3	Coordinate, support and facilitate the effective management of Councils Insurance portfolio.	 50%	The total number of public liability claims lodged against Council in 3Q has increased compared to 2Q 2020, in particular the number of personal injury claims. Fallen branches and tree roots remain the











	<p><b>Signoff Authority:</b> <i>Manager People &amp; Culture</i></p>		<p>dominant cause for alleged damages against Council. The increase in the number of claims is in line with the projection made in the previous quarter based on the internally developed time series trend analysis. The average workers compensation claims reporting timeframes have improved significantly from 22 days in FY2019/2020 to one (1) day in the current financial year. Average wage loss for psychological injuries dominated other body parts from the past 2 financial years. The average wage loss for psychological injuries in the current financial year is expected to increase due to an accepted psychological injury claim and another awaiting for liability assessment. However, both psychological injury claims in the current financial year has partial capacity for return to work. Council's immediate focus remains on improving employee-employer engagement at the onset of injury to safeguard Council's payable premium.</p>
L3.1.1.4	<p>Manage and coordinate a compliant and effective Workplace, Health and Safety (WHS) Management System.</p> <p><b>Signoff Authority:</b> <i>Manager People &amp; Culture</i></p>	<p> 50%</p>	<p>Council has continued to focus on providing support to management and staff during COVID-19 under its WHS program, in particular:</p> <ul style="list-style-type: none"> <li>• the introduction of more tailored WHS reporting indicators and dashboards</li> <li>• responding to the COVID-19 pandemic in a positive, proactive and confident manner under the leadership of the Crisis Management Team.</li> <li>• ongoing monitoring of the health and wellbeing of our workforce by conducting/scheduling skin screening prior to the commencement of the summer season under Council's wellness program</li> <li>• ongoing monitoring of the contractor management process in accordance with Councils WHS, in particular COVID-Safe, requirements and legislative requirements</li> <li>• ongoing provision of the EAP program via AccessEAP.</li> </ul>
L3.1.1.5	<p>Coordinate the efficient and effective delivery of the North Shore Councils Internal Audit Service.</p> <p><b>Signoff Authority:</b> <i>Manager People &amp; Culture</i></p>	<p> 50%</p>	<p>The audit program is based on a calendar year not financial year. As at 31 December 2020, the internal audit plan was 70% complete for the period 1 January 2020 to 31 December 2020 for the shared service. This is based on 34 audits that are required under the present model with an additional request for a probity review of a waste tender was completed for a joint venture with Lane Cove and Hunters Hill Councils. In summary:</p> <ul style="list-style-type: none"> <li>• Internal Audits Completed – 19*</li> <li>• Internal Audits in progress – 3</li> <li>• Additional Audit service (probity review) – 1**</li> </ul> <p>TOTAL: 22</p> <p>* Six (6) audits (Development Applications, contract management and payroll) were outsourced to Grant Thornton and Crowe.</p> <p>** Classified as a probity review not audit.</p> <ul style="list-style-type: none"> <li>• Internal Audits deferred – 6</li> <li>• Internal Audits not completed or finalised – 6</li> </ul>

**Term Achievement**


Code	Description	Progress
L3.1.2	Council's Governance framework is developed to ensure probity and transparency.  <b>Signoff Authority:</b> Director Corporate	
<b>Comments</b>		
Progressing as scheduled. Enhancements to Council's governance framework continued to be developed and implemented. This included the implementation of an amended Code of Conduct for staff and Councillors and an amended Code of Meeting Practice due to legislative changes. Council also adopted a new Councillor Access to Information, Interactions with Staff and Records Management Policy, reviewed its Fraud & Corruption Control Policy and implemented a new Request for Tender (RFT) Template and Contract Framework. Council also continues to action recommendations arising from the shared internal audit service with other northern Sydney councils.		

**Operational Plan Tasks**

Code	Description	Progress	Comments
L3.1.2.1	Ensure that Council and Committee Meetings are managed effectively and in accordance with relevant legislation, codes and guidelines.  <b>Signoff Authority:</b> Manager Governance & Corporate Strategy	 50%	During the reporting period there were 6 Ordinary Meetings of Council (OMC) and 4 Audit, Risk & Improvement Committee meetings. Business papers for all meetings were produced and delivered on time. All OMC minutes were published on Council's website the following day after the OMC. OMC meetings continued to be livestreamed on Council's website. Due to the pandemic, public forums remain suspended however, members of the public can still address Council through various methods such as written submissions through an online form and submitting audio/video recordings.
L3.1.2.2	Facilitate training and professional development opportunities for councillors.  <b>Signoff Authority:</b> Director Corporate	 50%	Individual Professional Development Plans were prepared for Councillors with two Councillors taking advantage of the opportunity to acquire new skills and knowledge associated with their roles as elected representatives. This training was done virtually due to COVID-19 restrictions on gatherings.  There is adequate budget for 2020/21 to facilitate further training and professional development opportunities for councillors. Council adopted an Annual Program of Conferences to streamline the administrative process when organising delegate attendance at local government sector run events.
L3.1.2.3	Ensure appropriate management of Council information to effectively comply with legislation with the Government Information (Public Access) Act, 2009, Privacy and Personal Information Protection, Act 1998 and Health Records and Information Privacy Act, 20  <b>Signoff Authority:</b> Manager Governance & Corporate Strategy	 50%	During the reporting period, Council received 15 formal applications and 861 informal applications under the GIPA Act for access to Council information. Council did not receive any reviews under the Privacy and Personal Information Protection Act or the Health Records and Information Privacy Act.
L3.1.2.4	Ensure Council fulfils its obligations under the Local Government Act and Regulations, including compliance with legislative changes and relevant guidelines and circulars.  <b>Signoff Authority:</b>	 50%	Quarterly reports are presented to the Audit, Risk and Improvement Committee (ARIC) to monitor compliance and assist the ARIC in reviewing Council's performance in relation to external accountability and legislative compliance obligations. These included:  * compliance and reporting requirements - a summary of actions taken against compliance and reporting requirements listed in the calendar of reporting and compliance obligations provided by the Office Local Government.


	<i>Manager Governance &amp; Corporate Strategy</i>		<p>* summary of relevant circulars, legislative updates and matters arising - a summary of actions taken by responsible managers in regard to relevant circulars, legislation and other matters arising that impact the local government sector.</p> <p>* overview report of individual obligations under the Privacy and Personal Information Protection Act 1998, Government Information (Public Access) Act 2009 and the State Records Act 1998. This is included as part of induction training for all new staff.</p> <p>* activities relating to complaints and compliments received by Council.</p>
L3.1.2.5	<p>Maintain a policy review program to ensure the currency of all policy documents and public registers.</p> <p><b>Signoff Authority:</b> <i>Manager Governance &amp; Corporate Strategy</i></p>	 50%	<p>An organisation-wide review of Council policies is ongoing to ensure policies are up-to-date and consistent with current legislative and regulatory requirements. Senior management receive regular reports outlining policies that are due to be reviewed. Five policies were updated during the reporting period.</p>
L3.1.2.6	<p>Business and decision-making systems and processes continue to be aligned with the Integrated Planning &amp; Reporting Framework objectives.</p> <p><b>Signoff Authority:</b> <i>Manager Governance &amp; Corporate Strategy</i></p>	 40%	<p>Council's annual financial statements, structured around the six themes in Council's Integrated Planning &amp; Reporting (IP&amp;R) plans, were audited during the period. Project nominations also commenced for the 2021/22 Operational Plan with proposed projects required to contribute to the long-term objectives and term achievements in Council's IP&amp;R plans.</p> <p><b>Reason</b></p> <p>Assessment of the findings and recommendations of recent reviews of the organisation's information systems, customer service, service delivery and resource planning were delayed due to organisational priorities remaining focused on COVID-19 responses and support.</p> <p><b>Remedial Action</b></p> <p>This work should recommence in the third quarter along with preparation of tasks for 2021/22.</p>
L3.1.2.7	<p>Coordinate, support and facilitate effective probity around procurement and implement the Contract Management Framework.</p> <p><b>Signoff Authority:</b> <i>Manager Procurement &amp; Contracts</i></p>	 50%	<p>Currently working on updating Request for Tender (RFT) templates. New template for RFT completed and in use. Contract management framework is being implemented by Operations staff and to be rolled out across Council as new RFT's commence.</p>
<b>Key Achievements</b>			
Construction RFT and supporting contract framework developed and in use.			
L3.1.2.8	<p>Liase with the NSW Electoral Commission in regard to the conduct of the 2021 Ordinary Local Government Elections.</p> <p><b>Signoff Authority:</b> <i>Director Corporate</i></p>	 50%	<p>The 2020 Ordinary Local Government Election was postponed to 4 September 2021 due to the COVID-19 crisis. Council has a contract in place with the NSW Electoral Commission and will recommence communications shortly.</p>

**Term Achievement**

Code	Description	Progress
L3.1.3	Sustainability is integrated into Council's business framework.  <b>Signoff Authority:</b> Director Strategy & Environment	
Comments		
<p>Progressing as scheduled.</p> <p>Council's Corporate Sustainability Action Plan (CSAP) continued to be progressed during the reporting period.</p> <p>An ORG waste services contract is set to commence collection at selected sites as part of the integration of the Single-Use Plastic Policy and Sustainable Event Management Policy into Council operations.</p> <p>Council utilised data monitoring to calculate the organisation's energy and emissions footprint and was able to demonstrate a 29% reduction relative to last year's greenhouse gas emissions, indicating that Council achieved its 2020 target of lowering emissions by 20% relative to 2000 levels.</p> <p>The Environment and Sustainability Team continued to work on strategies and plans that advance sustainability and environmental management.</p> <p>Council is in the process of developing Plans of Management for all community land.</p> <p>Council also continued to implement policies and strategies related to environment and sustainability and update these policies as required.</p>		


**Operational Plan Tasks**

Code	Description	Progress	Comments
L3.1.3.1	Implement the Corporate Sustainability Action Plan and corporate sustainability program.  <b>Signoff Authority:</b> Manager Environment & Sustainability	 50%	<p>Despite the postponement of all events from the calendar in mid-March, our team has continued to make progress on the goals of the Corporate Sustainability Action Plan (CSAP).</p> <p>It is hoped to activate the contract with ORG waste services who will commence collection from a small number of sites. This will begin with the Wildflower Garden, Aquatic Centre and Depot. This is a key part in delivering the Single-Use Plastic Policy and Sustainable Event Management Policy as Council will be moving to 100% compostable ware at events. This will ensure they are responsibly disposed of and do not contribute to landfill.</p> <p>Staff will be distributing, to relevant teams across Council, their own 'Sustainable Events Kit' to assist with hosting events, meetings and catering without using single-use plastics. A total of 23 kits will be distributed and all Personal Assistants have all been briefed on this upcoming change. Staff collection drives continue to be on hold.</p>

L3.1.3.2	<p>Utilise the sustainability data management and reporting system to inform investment and management priorities.</p> <p><b>Signoff Authority:</b> <i>Manager Environment &amp; Sustainability</i></p>	 50%	<p>The data monitoring program has been used to confirm Council's energy and emissions footprint for the annual report demonstrating a 29% reduction relative to last year's greenhouse gas emissions and a 24% reduction relative to Council's baseline greenhouse emissions from 2000. This demonstrates that Council has achieved its 2020 target of lowering emissions by 20% relative to 2000 levels.</p> <p>Council's sustainability data management systems have also been used to inform an initial study into depot infrastructure requirements for an electric vehicle transition, evaluation of gas cost saving initiatives at the aquatic centre, and evaluation of the fuel economy for the Hyundai Ioniq electric vehicle trial.</p> <p>Council has also taken steps to improve the reporting and data capture for gross pollutant traps and this will inform future management.</p>
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### Key Achievements


The sustainability and energy management reporting system has demonstrated that Council has achieved its 2020 target of lowering emissions by 20% relative to 2000 levels.

L3.1.3.3	<p>Review and implement policies, strategies and plans to advance sustainability and environmental management.</p> <p><b>Signoff Authority:</b> <i>Director Strategy &amp; Environment</i></p>	 50%	<p>The Environment and Sustainability team continued to work on strategies and plans that advance sustainability and environmental management. Council is in the process of developing Plans of Management (PoM) for all community land. Drafts of the Sportsfield PoM, Natural Areas PoM and St Ives Showground and Precinct Lands PoM will be presented to Council in the first quarter of 2021.</p> <p>Council also continued to implement the policies and strategies related to environment and sustainability and update these policies as they become due.</p>
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### Key Achievements

Received approval for the categorisation of lands from Crown Lands providing a key milestone for Plan of Management completion.

## Term Achievement





Code	Description	Progress
L3.1.4	<p>Council services and programs are provided on the basis of equity, community priorities, and best value for money within available resources.</p> <p><b>Signoff Authority:</b> <i>General Manager</i></p>	




### Comments







Progressing as scheduled.

Council delivers numerous and varied services to the community through the annual Operational Plan's six themes and budget. These directly link to the community and Council's adopted long term objectives and assist in identifying and providing services and programs on the basis of community need, priority and equity. Staff continued to assess both external and internal services to optimise delivery, identify cost savings and additional revenue opportunities. Improvements to service/ resource planning processes were identified during the period for implementation ahead of the preparation of the next suite of integrated planning and reporting documents.





## Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.4.1	<p>Continue to review Council services against community and strategic priorities, efficiency and customer service objectives.</p> <p><b>Signoff Authority:</b> Manager Governance &amp; Corporate Strategy</p>	 10%	<p>Implementation of outcomes from a recent review of the organisation's service delivery and resource planning processes remained on hold during the period while organisational resources continued to be focused on the impacts of State and Federal government COVID-19 restrictions on Council's delivery of scheduled services and programs. While numerous services and programs were still delivered as planned, many others have been modified or remain impacted. Many staff also continued to work from home.</p> <p><b>Reason</b> COVID-19 restrictions and organisational priorities continue to impact the delivery of this Task.</p> <p><b>Remedial Action</b> It is anticipated that further work on this task will be able to progress in the second half of the year.</p>
L3.1.4.2	<p>Report bi-annually to Council on achievement of adopted Customer Service Standards.</p> <p><b>Signoff Authority:</b> Manager Corporate Communications</p>	 50%	<p>Council's customer service staff continued to maintain customer service standards despite a challenging six (6) months. During the reporting period there was a successful transition to an online planning portal for lodgement of development applications.</p>
L3.1.4.3	<p>Continue to benchmark and improve customer service standards across the organisation.</p> <p><b>Signoff Authority:</b> Manager Corporate Communications</p>	 50%	<p>During the reporting period the following was undertaken:</p> <ul style="list-style-type: none"> <li>* Council's customer service standards were benchmarked across five (5) metropolitan councils in which Ku-ring-gai did well.</li> <li>* a new live chat system was implemented to help staff connect with clients in a more efficient and faster way. Training will commence in February 2021 for staff</li> <li>* complaints management was implemented and proving successful from the online portal</li> <li>* progress was made on Council's customer service charter.</li> </ul>
L3.1.4.4	<p>Monitor Council's website and report on usage.</p> <p><b>Signoff Authority:</b> Manager Corporate Communications</p>	 50%	<p>There were 1,482,602 page views to Council website between 1 July to 31 December 2020 compared to 1,297,081 for the same period last year - up 14%.</p> <p>Top 10 most visited pages for the quarter were:</p> <ul style="list-style-type: none"> <li>Home 119,965</li> <li>Library 49,039</li> <li>Development Applications 41,161</li> <li>Waste 34,232</li> <li>Contact us 23,790</li> <li>Find near you 22,427</li> <li>Sportsground closures 21,748</li> <li>Gordon library 19,209</li> <li>Wildflower Garden 19,031</li> <li>Online services 14,796</li> </ul>

L3.1.4.5	<p>Implement upgrades to Council's website and internal intranet systems.</p> <p><b>Signoff Authority:</b> <i>Manager Corporate Communications</i></p>	 50%	<p>During the reporting period, Council implemented an upgrade to the website which went live on 2 December 2020.</p> <p>Council's intranet will be on the same platform as the website and planning is underway for its implementation.</p>
<b>Key Achievements</b>			
Council's new website was launched in December 2020.			
L3.1.4.6	<p>Provide effective records management across the organisation compliant with relevant legislation.</p> <p><b>Signoff Authority:</b> <i>Manager Governance &amp; Corporate Strategy</i></p>	 50%	<p>HP Records Manager 8.3 was upgraded on 23 November 2020 to Content Manager 9.4. Records staff created the User Acceptance Testing scripts and selected staff in Council were involved in the testing. This was all achieved within the scheduled timeframe. Content Manager 9.4 End User Manual and Business Rules for Council were also upgraded by the cut-off date, so staff were able to have the Content Manager Manual if they had any issues when the upgrade was put into place on the 23 November 2020.</p> <p>All cheat sheets on the Intranet were created by Records staff, covering various topics specific to the upgrade in order to assist staff transitioning. Records staff saved Council money by updating the cheat sheets in-house. These have been posted on the Intranet for quick and easy access. Records staff are also training new users in Content Manager on a one on one basis.</p>
L3.1.4.7	<p>Manage the ongoing preservation of Council's legacy records.</p> <p><b>Signoff Authority:</b> <i>Manager Governance &amp; Corporate Strategy</i></p>	 50%	<p>Archiving work continued the period as follows:</p> <ul style="list-style-type: none"> <li>* No. of Day Boxes Created: 14</li> <li>* No. of Archives Boxes Created: 131</li> <li>* No. of Boxes sent to Offsite Storage: 135</li> <li>* No. of Requests for Electronic Files: 1167</li> <li>* No. of Requests for Files and Boxes from Offsite: 4 boxes</li> <li>* No. of Requests for Files Stored Onsite: 375</li> <li>* No. of Boxes Sentenced and Destroyed: 25 day boxes / 187 archive boxes</li> <li>* No. of Property Files Scanned: 1080</li> </ul> <p>Total outgoing mail by Australia Post mail: 126,294.</p> <p>Staff transferred 112 archives boxes of development applications from 2012 to the Government Records Repository (GRR).</p> <p>25 day boxes of scanned records were appraised and sentenced by Records staff. The destroyed records amount to 12, 240 litre secure storage bins.</p> <p>Authorisation was given for GRR to destroy 187 boxes of Council records held at the Repository. The boxes contain files scanned under the Scan on Demand program. The destruction of the boxes achieves substantial savings in offsite storage costs.</p> <p>Property files stored in Central Records at Council continued to be scanned and registered in Records Manager (RM). The number of files scanned this period is 1,080 with an overall total of 15,021. This project will eliminate physical storage of these files and also provides access to Council officers who can view the contents in CM.</p>

L3.1.4.8	Effectively deliver learning and development strategy and programs in line with identified priorities and the objectives of Council's adopted Workforce Management Strategy.  <b>Signoff Authority:</b> <i>Manager People &amp; Culture</i>	 50%	New employee inductions were delivered on 12/11/2020 and 26/11/2020. Non essential training in 7 Habits of Highly Effective People and the Safestart program for Operations staff was deferred until approved by GMD during pandemic period.
L3.1.4.9	Effectively deliver workforce support services including recruitment, payroll, employee relations and industrial relations.  <b>Signoff Authority:</b> <i>Manager People &amp; Culture</i>	 50%	System and software upgrades identified and payroll upgrade processes commenced. Recruitment software reviewed and preferred upgrade solution identified. Employee and industrial relations matters managed as appropriate.
L3.1.4.10	Design and deliver workforce policies and strategies to support the organisation's culture and in line with the objectives of Council's adopted Workforce Management Strategy.  <b>Signoff Authority:</b> <i>Manager People &amp; Culture</i>	 50%	The People & Culture business unit continued to deliver market leading workplace strategies, policies and procedures.  A comprehensive communication and action plan will be established prior to the roll-out of the 2021 Employee Opinion Survey (EOS) which is due to take place at the commencement of quarter 4. As with the previous 2017 EOS, the primary objective will be to measure staff engagement and business performance.  In an effort to recognise staff who have worked at Council for 30+ and 40+ years, and as part of the Reward and Recognition program, a total of 19 staff from across the organisation were recognised by the General Manager and Mayor for their contribution, loyalty and service at the end of 2020. This was a great initiative and a fantastic show of appreciation for staff who have been with Council for a considerable amount of time.  The People & Culture team has made progress towards implementation of CiA which encompasses 3 core components, including Organisation Management, Payroll Processing and Employee Self Service. The project will see Council transitioning to a single pay cycle for wages and salaried staff.  The team has made progress with the review of Council's e-recruitment software. External consultant, Votar Solutions were engaged to assist with the review process. Votar have finalised their review, and have made a recommendation which will now be considered before implementation commences.
L3.1.4.11	Review the Workforce Management Strategy as part of Council's adopted Resourcing Strategy.  <b>Signoff Authority:</b> <i>Director Corporate</i>	 50%	The Workforce Management Strategy is reviewed as part of Council's Resourcing Strategy.
L3.1.4.12	Continuously improve People & Culture services, business processes and systems.  <b>Signoff Authority:</b> <i>Manager People &amp; Culture</i>	 50%	The business processes and systems within People & Culture are continuously being reviewed and improved. Recent focus areas include: the review of internal recruitment/selection processes, recruitment software review, transition to TechnologyOne CIA (organisational structure, payroll and employee self service), review of probationary process, review of insurance and return to work processes.
L3.1.4.13	Maintain, update and support Council's core business systems, coordinate reviews and facilitate enhancements to address identified requirements.	 50%	Throughout the reporting period Business Systems have continued to maintain, update and support Council's core business systems in both a proactive and reactive manner; with over 491 IM Helpdesk




	<b>Signoff Authority:</b> <i>Manager Information Management</i>		Requests received - resulting in 459 actions/improvements being completed.
<b>Key Achievements</b>			
Further expansion of the Operations Department mobile device `early adopters` program - enabling the ability to receive and complete work orders in the field.			
L3.1.4.14	Coordinate and facilitate the implementation of the Information Management Strategic Plan projects and ensure appropriate funding is identified.  <b>Signoff Authority:</b> <i>Manager Information Management</i>	 50%	Information Management projects managed by Business Systems are prioritised and delivered in a strategic manner with the development of project plans, establishment of work teams, regular key stakeholder meetings and constant monitoring.  Projects are generally delivered in accordance with agreed deadlines and allocated budgets.
<b>Key Achievements</b>			
The completion of the Booking Process Review (BPR). Various Council sub-sites updated to reflect the look and feel of the new Council website.			
L3.1.4.15	Develop, maintain and deliver quality property and geographic information services including advice and training.  <b>Signoff Authority:</b> <i>Manager Information Management</i>	 50%	All Geographical Information System (GIS) and TechnologyOne Property & Rating (PnR) databases were updated this reporting period resulting in 20 new registered plans at NSW Land Registry Services and the creation of 33 new properties and 206 new residential units.  A total of 2,110 Planning Certificates were issued this period resulting in an income of \$189,697 for this part of the financial year.  Council's ArcGIS and Geocortex systems were upgraded to the latest versions this reporting period.
L3.1.4.16	Maintain, update and support Council's Information Technology infrastructure and systems.  <b>Signoff Authority:</b> <i>Manager Information Management</i>	 50%	Routine checks during the period included monthly physical inspections of all remote sites and windows security patches were installed on servers and PC's. Projects completed or scheduled this period include, Records Manager upgrade, TechnologyOne upgrade and Windows 10 upgrade to latest version.
<b>Key Achievements</b>			
Upgrades to Council's Records Manager (TRIM) and Windows 10 were completed this period.			
L3.1.4.17	Complete preparation of an Information Management Strategy and commence implementation.  <b>Signoff Authority:</b> <i>Director Corporate</i>	 50%	The draft report and strategy is yet to be finalised by the consultant following feedback provided. An Information and Communication Technology (ICT) Steering Committee was formed and approved by GMD in December 2020. The committee will oversee the strategic direction of Council's ICT and provide guidance and governance during the implementation of the strategy and digital transformation process.





**Issue:** L4: Community engagement


**Long Term Objective:** L4.1: The community is informed and engaged in decision-making processes for community outcomes.

### **Term Achievement**


Code	Description	Progress
L4.1.1	Innovative and effective community engagement fosters community participation and a better understanding of Council services, programs and facilities.  <i>Signoff Authority: Director Community</i>	
<b>Comments</b>		
Progressing as scheduled. A review of the Community Engagement Policy was undertaken this reporting period along with the implementation of Council's new Staff continued to progress the Community Engagement Policy and focus on digital mechanisms to communicate with the community.		
<b>Key Achievements</b>		
Development and launch of Council's new website in December 2020.		

### **Operational Plan Tasks**


Code	Description	Progress	Comments
L4.1.1.1	Finalise a review of the Community Engagement Policy and communicate new requirements to staff.  <i>Signoff Authority: Manager Corporate Communications</i>	 50%	The updated Community Engagement Policy is in draft form and will be presented to Council for adoption in early 2021.
L4.1.1.2	Develop community engagement guidance materials for staff to support best practice community engagement.  <i>Signoff Authority: Manager Corporate Communications</i>	 50%	Guidance materials are in draft form and will be finalised when the Community Engagement Policy is adopted in early 2021. Staff training will also be undertaken once COVID-19 restrictions allow face to face sessions to take place. It is hoped this will be undertaken in the first half of 2021.
L4.1.1.3	Continue to monitor and report on the outcomes of community engagement and consultation and identified policy related issues.  <i>Signoff Authority: Manager Corporate Communications</i>	 50%	Council staff are supported with engagement activities on an ongoing basis both in delivery and reporting. A range of projects have been subject to community engagement in recent months. Projects include the Ku-ring-gai Character Study, Retail and Commercial Centres Strategy, upgrades at Fox Valley shopping Centre, new synthetic surfaces at Norman Griffiths and Barra Brui Sportgrounds, a range of playground upgrades and an update to the Community Participation Plan which was changed to remove the need to advertise in local print media.
L4.1.1.4	Monitor and apply corporate communications and visual design standards to Council's communication materials, products and website.  <i>Signoff Authority: Manager Corporate Communications</i>	 50%	Council's graphic design team expanded its digital offerings this period by producing 22 videos and animations to promote a wide range of projects and services. Some of the most popular included a time lapse of the Spring Flower Festival installation and video promotions for the Chemical Clean Out, Thomas Carlyle Children's Centre and Active Ku-ring-gai. The graphic design team curated a large number of images for the new website and created a new image library for general use.

L4.1.1.5	<p>Monitor Council's services, programs, policies and achievements via all forms of media.</p> <p><b>Signoff Authority:</b> <i>Manager Corporate Communications</i></p>	<p> 50%</p>	<p>During the period, Council advertised in several new media outlets in the local area including Ku-ring-gai Living and Hornsby Ku-ring-gai Post and Neighbourhood News. Council also joined the Next Door app. Council's new website has delivered an improved interface for event listings, news and community engagement. Livestreams on Facebook were conducted for the first time with library storytimes, promotion of native bee hives and Remembrance Day. Planning commenced for a further review of resourcing to expand the Council's digital presence.</p>
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### Term Achievement

Code	Description	Progress
L4.1.2	<p>Contribute to enhancing and protecting Council's reputation and public image.</p> <p><b>Signoff Authority:</b> <i>Director Community</i></p>	<p></p>
<b>Comments</b>		
<p>Progressing as scheduled. During this reporting period numerous responses were prepared in relation to media enquiries on a variety of topics. These responses also included media releases and interviews. Council's social media sites were monitored daily and out of hours to respond to customer enquiries and concerns. Council's enews now distributed twice a month.</p>		

### Operational Plan Tasks

Code	Description	Progress	Comments
L4.1.2.1	<p>Proactively manage media and digital channel information and coordinate Council's actions in response.</p> <p><b>Signoff Authority:</b> <i>Manager Corporate Communications</i></p>	<p> 50%</p>	<p>During this period numerous responses were prepared in relation to media enquiries on a number of topics. These responses also included media releases and interviews. The Council's social media sites were monitored daily and out of hours to respond to customer enquiries and concerns.</p>

# HAVE YOUR SAY

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

## How to get involved

1. Visit Council's website [www.krg.nsw.gov.au](http://www.krg.nsw.gov.au) to:
  - Access the *Your Say* community engagement portal to contribute your opinion on a range of issues, new initiatives, public exhibitions, policies and plans so Council can make the right decisions for the community.
  - Stay up to date with how Council is progressing the Community Strategic Plan 2038, Delivery Program 2018 - 2021 and Operational Plan 2020 - 2021 by reading performance reports at [www.krg.nsw.gov.au/performance-reports](http://www.krg.nsw.gov.au/performance-reports)
  - Subscribe to newsletters, updates and announcements at [www.krg.nsw.gov.au/news-and-media](http://www.krg.nsw.gov.au/news-and-media)
  - Stay up to date with Council meetings and minutes at [www.krg.nsw.gov.au/agendas-and-minutes](http://www.krg.nsw.gov.au/agendas-and-minutes)
  - Contact your local Councillor at [www.krg.nsw.gov.au/councillors](http://www.krg.nsw.gov.au/councillors)
2. Attend a Council meeting or contribute via a Public Forum [www.krg.nsw.gov.au/meetings-and-forums](http://www.krg.nsw.gov.au/meetings-and-forums)
3. Stay connected through social media – Facebook, Twitter, Instagram, YouTube and LinkedIn.
4. Visit us at 818 Pacific Highway, Gordon  
Email [kmc@kmc.nsw.gov.au](mailto:kmc@kmc.nsw.gov.au)  
Phone 02 9424 0000  
Live web chat via [www.krg.nsw.gov.au](http://www.krg.nsw.gov.au)



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