



REVISED DELIVERY PROGRAM 2018 – 2022 AND OPERATIONAL PLAN 2021 – 2022

DECEMBER BIANNUAL REPORT

1 JULY 2021 – 31 DECEMBER 2021

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ABOUT THIS REPORT

Ku-ring-gai Council's Revised Delivery Program 2018-2022 and Operational Plan 2021-2022 were adopted in June 2021. The combined document includes:

- Four year Term Achievements, outlining what Council intends to do during its term of office to progress the Community Strategic Plan 'Our Ku-ring-gai 2038'. *
- One year Operational Plan Tasks that detail the projects, programs and services that will be undertaken during 2021-2022.
- 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:

	Status	Description
	Completed	Task has been completed.
	Progress on track	Performance is progressing as scheduled.
	Behind schedule	Delayed performance progress with remedial action required.
	Significantly behind schedule	Performance issues resulting in major delays. Actions to address issues to be included.
	On hold	Placed on hold due to Council resolution.

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

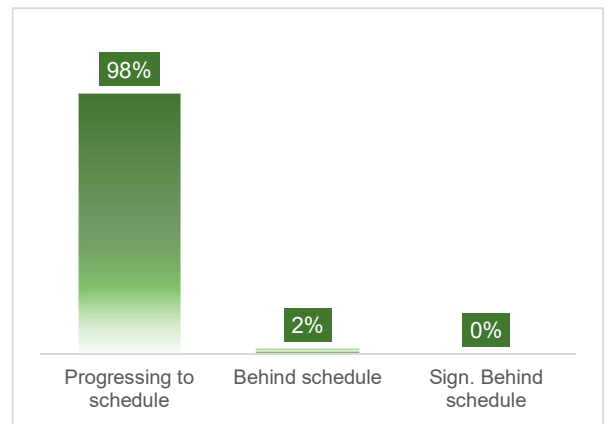
* Note: In May 2020, the Office of Local Government advised that, as a result of the postponement of NSW local government elections until September 2021, Council's existing Delivery Program 2018-2021 will apply for a further 12 months, maintaining the key themes and any activities not yet completed. Elections were postponed again to December 2021 due to the COVID-19 Delta variant outbreak in June 2021.

PERFORMANCE SUMMARY

SNAPSHOT

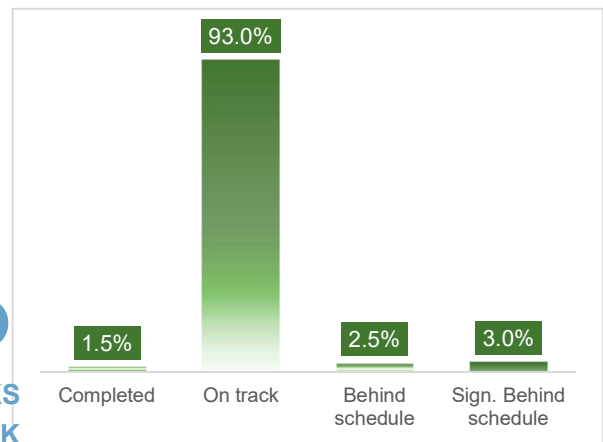
Delivery Program 2018 - 2022

98%
TERM ACHIEVEMENTS
PROGRESSING AS SCHEDULED



Operational Plan 2021 – 2022





94.5%
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	7	0	0	1	8
Natural Environment	10	0	0	0	10
Places, Spaces and Infrastructure	15	1	0	0	16
Access, Traffic and Transport	7	0	0	0	7
Local Economy and Employment	3	0	0	0	3
Leadership and Governance	12	0	0	0	12
Total no.	54	1	0	1**	56

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	27	1	0	3	31
Natural Environment	1	28	0	1	0	30
Places, Spaces and Infrastructure	0	57	1	4	6	68
Access, Traffic and Transport	0	14	0	0	0	14
Local Economy and Employment	0	9	0	1	0	10
Leadership and Governance	2	51	3	0	0	56
Total no.	3	186	5	6	9**	209


** Items currently placed on hold by Council Resolutions in relation to the Housing Strategy at the Ordinary Meeting of Council 16 November 2021 (GB.25 Minute 249) and Ordinary Meeting of Council 15 June 2021 (GB. 20, Min 101) in relation to the Public Domain 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 1: COMMUNITY, PEOPLE AND CULTURE

Term Achievement Exceptions

Code	Description	Progress	Comments
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>Signoff Authority: Director Strategy & Environment</p>		<p>This Term Achievement is currently placed on hold. The Department of Planning, Industry and Environment (DPIE) approved the Ku-ring-gai Housing Strategy on 16 July 2021. The approval is subject to a number of requirements including the preparation of an implementation plan and planning proposals for the delivery of additional housing. In November 2021 Council resolved to reject the conditions.</p> <p>Reason</p> <p>Council is awaiting a formal response from NSW Department of Planning, Industry & Environment on the next steps in the status and implementation of the Housing Strategy.</p> <p>Remedial Action</p> <p>Council was advised of the Ministers Statement of Expectations Order in February 2021.</p> <p>Council's and Private Proponent led Planning proposals are still being assessed and reported.</p>




THEME 3: PLACES, SPACES AND INFRASTRUCTURE


TERM ACHIEVEMENT EXCEPTIONS

Code	Description	Progress	Comments
P4.1.1	<p>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.</p> <p>Signoff Authority: Director Strategy & Environment</p>		<p>This Term Achievement is behind schedule. Public Domain Planning and associated works are under way, however the wider strategies and plans for the key local centres have been delayed.</p> <p>Reason</p> <p>Awaiting a final outcome on the status and programs for Council's Housing Strategy.</p> <p>Remedial Action</p> <p>Public domain planning and aligned works are still being progressed including upgrades to St Johns Avenue, Gordon eat street.</p>

THEME 1: COMMUNITY, PEOPLE AND CULTURE


Operational Plan Task Exceptions

Code	Description	Progress	Comments
C6.1.1.1	<p>Implement the Ku-ring-gai Housing Strategy to 2036.</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	 0%	<p>The Department of Planning, Industry and Environment (DPIE) approved the Ku-ring-gai Housing Strategy on 16 July 2021. The approval is subject to a number of requirements including the preparation of an implementation plan and planning proposals for the delivery of additional housing</p> <p>At the OMC of 16 November 2021, Council considered a report on the Letter of Approval and the preparation of the required Implementation and Delivery Plan. Following consideration of the report Council resolved to reject the conditions in the Letter of Approval (1-12) issued by the Department of Planning, Industry and Environment on 16 July 2021, and further debate on this matter be under the authority of the newly elected Council in 2022.</p> <p>Reason</p> <p>This task could not be progressed further following Council's resolution of the 16 November 2021 and has been placed on hold.</p> <p>Remedial Action</p> <p>Council will discuss the Housing Strategy and Letter of Approval in 2022. A report will also be presented to OMC February 2022 to advise Council of the recently made Environmental Planning and Assessment (Statement of Expectations) Order 2021.</p>
C6.1.1.2	<p>Develop strategies and models that will assist the provision of affordable housing choices consistent with the Local Strategic Planning Statement (LSPS).</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	 0%	<p>The Local Strategic Planning Statement (LSPS) requires the preparation of an affordable housing strategy and the investigation of an affordable housing contributions scheme. Work has progressed on an Affordable Housing issues paper which includes looking at a wider range of funding options.</p> <p>Reason</p> <p>This work is linked to the preparation of revised planning provisions as part of the Housing Strategy implementation.</p> <p>While some minor actions have been undertaken the substantive work required for the Housing Strategy could not be progressed further following Council's resolution of the 16 November 2021 and the task has been placed on hold.</p> <p>Remedial Action</p> <p>Council will discuss the Housing Strategy and Department's Letter of Approval in 2022. A report will also be presented to OMC February 2022 to advise Council of the recently made Environmental Planning and Assessment (Statement of Expectations) Order 2021.</p>
C6.1.1.3	<p>Identify opportunities to provide a range of housing choices as part of the implementation of the Ku-ring-gai Housing Strategy to 2036.</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	 0%	<p>The LSPS requires Council to identify opportunities to provide a range of housing choices as part of the implementation of the Ku-ring-gai Housing Strategy to 2036.</p> <p>Reason</p> <p>This work is linked to the preparation of revised planning provisions as part of the Housing Strategy implementation. While some minor actions have been undertaken (development of a housing monitor tool to track approvals and completions of all housing types) the substantive work required for the Housing Strategy could not be progressed further following Council's resolution of the 16 November 2021 and the task has been placed on hold.</p> <p>Remedial Action</p> <p>Council will discuss the Housing Strategy and Department's Letter of Approval in 2022. A report will also be presented to OMC February 2022 to advise Council of the recently made</p>

Code	Description	Progress	Comments
C7.1.1.4	Review and update Ku-ring-gai's Bushfire Prone Land Map. <i>Signoff Authority: Manager Environment & Sustainability</i>	 40%	Environmental Planning and Assessment (Statement of Expectations) Order 2021. A draft 'Request for Quotation' was developed and is with Council's Natural Areas Team Leader for review. Council's Bushfire Technical Officer has listed a number of specific areas of concern (on-ground sites) that the successful tenderer can examine which will enable the mapping to be modified. Reason Delays were experienced with this project due to competing deadlines and resource availability. Remedial Action This project is a work priority for February 2022.





THEME 2: NATURAL ENVIRONMENT

Operational Plan Task Exceptions



Code	Description	Progress	Comments
N2.1.1.1	<p>Implement priority actions in the Ku-ring-gai Natural Areas Plan of Management.</p> <p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	 25%	<p>The Natural Areas Plan of Management was reviewed by Crown and a list of changes to mapping and categorisation was required. Council are currently working to make the required changes before returning to Crown for endorsement for Public Exhibition.</p> <p>Reason</p> <p>The review process with Crown took longer than anticipated. The responsible staff member left Council in December 2021.</p> <p>Remedial Action</p> <p>A new Natural Areas Program Leader will commence in mid February in 2022 and complete the last phase of the project.</p>






THEME 3: PLACES, SPACES AND INFRASTRUCTURE

Operational Plan Task Exceptions

Code	Description	Progress	Comments
P1.1.1.2	<p>Finalise preparation of a Local Character Strategy for Ku-ring-gai consistent with the Local Strategic Planning Statement (LSPS), Local Character Guidelines and the North District Plan.</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	 0%	<p>Council adopted the Ku-ring-gai Local Character Background Study at its Ordinary Meeting on 15 June 2021. The next step of preparing and implementing a local Character Strategy is linked to the preparation of revised planning provisions as part of the Housing strategy implementation.</p> <p>Reason</p> <p>While some work has commenced the task could not be progressed further following Council's resolution of the 16 November 2021 to reject the conditions in the Department of Planning, Industry and Environment's Letter of Approval (1-12) dated 16 July 2021 and has been placed on hold.</p> <p>Remedial Action</p> <p>Council will discuss the Housing Strategy and Department's Letter of Approval in early 2022.</p>
P4.1.1.1	<p>Implement the Ku-ring-gai Public Domain Plan and Technical Manual and review and update as required.</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	 0%	<p>At the Ordinary Meeting of Council held 15 June 2021, Council resolved (GB. 20, Min 101) to defer work on the Public Domain Plan to enable an inspection of the sites identified in the Ku-ring-gai Public Domain Plan being the three town centres of Lindfield, Turramurra and Gordon.</p> <p>Reason</p> <p>The task could not be progressed further following Council's resolution of the 15 June 2021 and has been placed on hold.</p> <p>Remedial Action</p> <p>It is anticipated that site inspections will be arranged with the new Council early in 2022 and the draft Public Domain Plan reported back to Council at the earliest possible date.</p>
P4.1.1.2	<p>Implement Public Domain Masterplans for the local centres and concept plans for key precincts.</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	 35%	<p>At the Ordinary Meeting of Council held 15 June 2021, Council resolved (GB. 20, Min 101) to defer work on the Public Domain Plan to enable an inspection of the sites identified in the Ku-ring-gai Public Domain Plan being the three town centres of Lindfield, Turramurra and Gordon.</p> <p>Certain works in Gordon were advanced ahead of Council's resolution. They included:</p> <ul style="list-style-type: none"> * St Johns Avenue, Gordon streetscape has progressed through the tender process. The preferred tenderer will be reported to Council in February 2022 due to the postponement of the October 2021 OMC. * Fitzsimons Lane, Pacific Highway (between Merriwa Street and Ryde Rd), east end of Merriwa St and Ridge St concept plans to be reported to February 2022 OMC for adoption for public exhibition. <p>Reason</p> <p>Concept plans for streetscapes in Lindfield and Turramurra could not be progressed further following Council's resolution of the 15 June 2021 and the task has been placed on hold pending Council adoption of the Local Centres Public Domain Plan. Some already advanced work continued to be progressed.</p> <p>Remedial Action</p> <p>Small sections of work are progressing despite the public domain master plans approval being delayed. It is anticipated that site inspections will be arranged with Council early in 2022 and the draft Public Domain Plan reported back to Council at the earliest possible date.</p>
P4.1.1.7	<p>Prepare streetscape concept plans for identified precincts in Turramurra</p>		

	<p>Local Centre consistent with the Public Domain Plan.</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	0%	<p>Complexities emerging from traffic studies for the Turrumurra Local Centre have delayed decisions regarding which streets should be progressed for design development.</p> <p>Engagement with Transport for NSW has been ongoing.</p> <p>At the Ordinary Meeting of Council held 15 June 2021, Council resolved (GB. 20, Min 101) to defer work on the Public Domain Plan to enable an inspection of the sites identified in the Ku-ring-gai Public Domain Plan being the three town centres of Lindfield, Turrumurra and Gordon.</p> <p>Reason</p> <p>Concept plans for streetscapes in Turrumurra could not be progressed further following Council's resolution of the 15 June 2021 and the task has been placed on hold.</p> <p>Remedial Action</p> <p>It is anticipated that site inspections will be arranged with Council early in 2022 and the draft Turrumurra Public Domain Plan reported back to Council in March 2022.</p>
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Code	Description	Progress	Comments
P4.1.1.8	<p>Prepare streetscape concept plans for identified precincts in Lindfield Local Centres consistent with the Public Domain Plan.</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	 10%	<p>Work has progressed on designs for a new signalised intersection at the intersection of Tryon Road and Lindfield Avenue. This has involved engagement with Transport for NSW and consultation with St Albans Church representatives. Work has also progressed on revised traffic arrangements on Kochia Lane east of Mirray Street.</p> <p>At the Ordinary Meeting of Council held 15 June 2021, Council resolved (GB. 20, Min 101) to defer work on the Public Domain Plan to enable an inspection of the sites identified in the Ku-ring-gai Public Domain Plan being the three town centres of Lindfield, Turrumurra and Gordon.</p> <p>Reason</p> <p>Concept plans for streetscapes in Lindfield have not been exhibited following Council's resolution of the 15 June 2021 to defer adoption of the Local Centres Public Domain Plan and the task has been placed on hold.</p> <p>Remedial Action</p> <p>Site inspections for Councillors are to be arranged for early 2022 and a report to April 2022 OMC outlining any required changes to the draft Lindfield Public Domain Plan and recommending its adoption. Once adopted, further development of concept plans and community consultation can proceed.</p>
P4.1.1.11	<p>Integrate all transport modes for the primary local centres through the Public Domain Plan, Traffic and Transport studies in collaboration with Transport for NSW (TfNSW).</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	 20%	<p>The draft public domain plan integrates all transport modes for Lindfield, Turrumurra and Gordon Local Centres, as per the LSPS. The traffic study for Turrumurra is almost complete. The study has identified some potential traffic issues around the Turrumurra local centre which may require some reconsideration of the draft Public Domain Plan and design priorities for Turrumurra. Consultation with TfNSW is continuing.</p> <p>Some concept plans for Gordon are progressing.</p> <p>At the Ordinary Meeting of Council held 15 June 2021, Council resolved (GB. 20, Min 101) to defer work on the Public Domain Plan to enable an inspection of the sites identified in the Ku-ring-gai Public Domain Plan being the three town centres of Lindfield, Turrumurra and Gordon.</p> <p>Reason</p> <p>While some work has advanced the task could not be progressed further following Council's resolution of the 15 June 2021.</p> <p>Remedial Action</p> <p>It is anticipated that site inspections will be arranged with Council early in 2022 and the draft Public Domain Plan reported back to Council at the earliest possible date.</p>

Code	Description	Progress	Comments
P4.1.1.12	Finalise strategies and plans for Gordon Local Centre and surrounds. <i>Signoff Authority: Manager Urban Planning</i>		No further progress was made on this task. Reason
		0%	The preparation of structure plans and master plans could not be progressed further following Council's resolution of the 16 November 2021 in relation to the Ku-ring-gai Housing Strategy and the task has been placed on hold. Remedial Action Council will discuss the Housing Strategy and Department's Letter of Approval in 2022. A report will be presented to OMC February 2022 to advise Council of the recently made Environmental Planning and Assessment (Statement of Expectations) Order 2021.
P4.1.1.13	Finalise strategies and plans for Turramurra Local Centre and surrounds. <i>Signoff Authority: Manager Urban Planning</i>		No further progress was made on this task. Reason
		0%	The preparation of structure plans and master plans could not be progressed further following Council's resolution of the 16 November 2021 in relation to the Ku-ring-gai Housing Strategy and the task has been placed on hold. Remedial Action Council will discuss the Housing Strategy and Department's Letter of Approval in 2022. A report will be presented to OMC February 2022 to advise Council of the recently made Environmental Planning and Assessment (Statement of Expectations) Order 2021.
P4.1.1.14	Finalise strategies and plans for Lindfield Local Centre and surrounds. <i>Signoff Authority: Manager Urban Planning</i>		No further progress was made on this task. Reason
		0%	The preparation of structure plans and master plans could not be progressed further following Council's resolution of the 16 November 2021 in relation to the Ku-ring-gai Housing Strategy and the task has been placed on hold. Remedial Action Council will discuss the Housing Strategy and Department's Letter of Approval in 2022. A report will be presented to OMC February 2022 to advise Council of the recently made Environmental Planning and Assessment (Statement of Expectations) Order 2021.
P6.1.1.9	Complete design documentation and award contract for Stage 2 of the Warrimoo Downhill Mountain Bike Trail at St Ives Chase. <i>Signoff Authority: Manager Environment & Sustainability</i>		Work has not progressed on this task during the reporting period. Reason
		25%	Progress of this task has been impacted due to a staff vacancy. Remedial Action Work will progress on this project when Council's newly recruited Natural Areas Program Leader commences in February 2022.
P6.1.1.15	Finalise Recreation Needs Study for Ku-ring-gai. <i>Signoff Authority: Manager Urban Planning</i>	 40%	Council's new Strategic Recreation Planner commenced work in September 2021 and in that time has started collecting the relevant data and background studies to guide preparation of the Recreation Needs Study. A project scope of work and Request for Quotation (RFQ) was prepared for a Recreation Needs Study and the RFQ will be issued to short-listed consultants in early February 2022. Reason Commencement of the project was slightly delayed however it is now proceeding. Remedial Action

			Minor delays have impacted the progress of this task however the preparation of the Recreation Needs Study is underway.
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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>Signoff Authority: <i>Manager Urban Planning</i></p>	<p></p> <p>25%</p>	<p>Council is currently liaising with the Department of Planning and Environment's Employment Zones Reform Team on initial translation of existing Ku-ring-gai centres zoning into the new employment zones framework to enable public exhibition in first quarter of 2022.</p> <p>Reason</p> <p>This task has been delayed as Council are awaiting the Department of Planning and Environment to publicly exhibit and finalise the Employment Land Strategy Guidelines, which is expected within the first half of 2022. Additionally, Council are waiting for the Department of Planning and Environment to progress the Employment Zones Reform. Public exhibition of new framework will occur in April 2022.</p> <p>Remedial Action</p> <p>Once the Department of Planning and Environment has finalised the Employment Land Strategy Guidelines and the Employment Zones Reform this task will be progressed..</p>

THEME 6: LEADERSHIP AND GOVERNANCE

Operational Plan Task Exceptions

Code	Description	Progress	Comments
L1.1.1.3	<p>Implement a Community Engagement Strategy for engagement with the community on the Community Strategic Plan.</p> <p>Signoff Authority: <i>Manager Governance & Corporate Strategy</i></p>	 40%	<p>Timelines for the community engagement program were revised due to the deferral of local government elections to December 2021 and COVID-19 restrictions. During the reporting period online surveys for residents and businesses commenced. Other engagement activities were rescheduled to the first quarter of 2022.</p> <p>Reason</p> <p>Timelines for the community engagement program were revised due to the deferral of local government elections to December 2021 and COVID-19 restrictions</p> <p>Remedial Action</p> <p>The remaining components of the engagement strategy will be completed during the second half of the year.</p>
L3.1.1.2	<p>Manage, coordinate, support and facilitate the effective operation of Council's Internal Audit function.</p> <p>Signoff Authority: <i>Manager People & Culture</i></p>	 45%	<p>Council continues to facilitate the effective operation of Council's Internal Audit function including:</p> <ul style="list-style-type: none"> * An internal audit of cyber security was completed in September 2021. The scope of the audit was to assess Council's maturity against the draft cyber security guidelines that have been published by the Office of Local Government (OLG). The audit was completed under a co-sourced arrangement by Grant Thornton's IT team. This was the first audit of this nature and scope to be completed in the shared service and the approach and scope will be applied similarly at other Councils. * An internal audit of food inspections will commence in January 2022. This audit has been outsourced to Grant Thornton who have or will be completing the same audit across the shared service. * In the 2021 calendar year, two of the six planned audits have been completed and 1 is underway. * A detailed review of the draft OLG Guidelines for Risk Management and Internal Audit was completed. A detailed gap analysis against each core requirement was completed and provided to management and the ARIC. This will be consistent with the shared service. The analysis indicates that Ku-ring-gai Council has a mature ARIC in place as well as a professional internal audit function that operates in compliance with the international standards for internal auditing. <p>Unexpected changes to the ARIC meeting schedule (ie. September and December meetings merged into one meeting in November 2021) will mean that audits planned for the Q4 of the 2021 calendar year will not be reported to the ARIC until their first meeting in 2022.</p> <p>Reason</p> <p>Overall, Council is tracking slightly behind in the audit plan. One unfilled full time vacancy and another full time auditor on extended leave for much of this reporting period has led to the plan running behind schedule, which left the Head of Internal Audit to manage the internal audit plan for all six councils..</p> <p>Remedial Action</p> <p>Subject to ARIC endorsement, the 12 month calendar year plan has been extended to an 18 month plan where it is hoped that the remaining three audits can be completed on or close to 30/6/22. With no ARIC meeting in December 2021, there was no reporting of progress to plan for their endorsement of the revised 2021 internal audit plan.</p>

			The shared service is also due for review and potential renewal by 30/6/22. In March proposed resourcing models will be put forward to the general managers of the shared service which will then set the direction for the service for the next financial year.
L3.1.1.5	<p>Coordinate the efficient and effective delivery of the North Shore Council's Internal Audit Service.</p> <p>Signoff Authority: Manager People & Culture</p>	 42%	<p>The consolidated internal audit plan was 42% complete as at 31 December 2021, with another five audits in progress. Some of these audits were or have been outsourced due to one unfilled position and another full time position being largely vacant for the period due to unplanned and extended sick leave being taken.</p> <p>Audits currently underway include food inspections, cyber security and procurement. Five of the six councils had scheduled ARICs where the status of the individual and overall plans was reported upon.</p> <p>Reason</p> <p>Lack of staff and limited budgets during the period have impacted progress.</p> <p>Remedial Action</p> <p>At the regular meeting of ARICs, it was recommended that the 12 month calendar year plan be extended to an 18 month plan where it is hoped that the remaining audits will be completed or close to completion by 30/6/22.</p> <p>The shared service is due for review and potential renewal by 30/6/22. In March proposed resourcing models will be put forward to the general managers of the shared service which will then set the direction for the service for the next financial year.</p>

FULL REPORTING

BY THEME

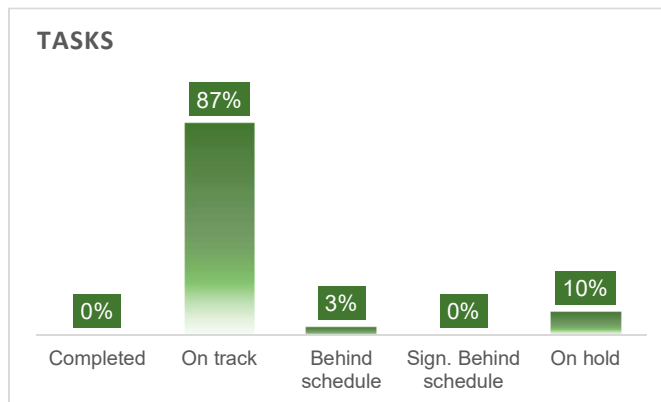
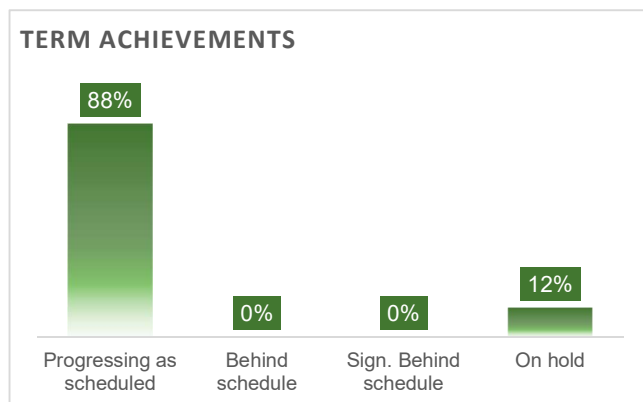


THEME 1

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



(rounding applied)

Key achievements

- Online programming continued, targeting vulnerable groups including young people and families, people with disabilities and their carers and seniors to reduce social isolation, loneliness and to keep people connected.
- Council was successful in receiving a grant of \$15,000 from the NSW Department of Planning and Environment for placemaking events.
- Completion of the Middle Harbour Southern Catchments Flood Study modelling and analysis.
- A total of 53 applications were received from local organisations in the 2021/22 Ku-ring-gai Community Grants Program.

Challenges


- Planning and delivering events and programs whilst continuing to meet public health orders and restrictions on gatherings.
- Constraints of service delivery during the Omicron outbreak specifically impacting on numbers of users and staff availability.
- Constraints delivering volunteer inductions during public health restrictions which impacted the number of new volunteer referrals to the Commonwealth Home Support Program.

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. Signoff Authority: Director Community	
Comments		
Progressing as scheduled. 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.		


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. Signoff Authority: Manager Community Development	 50%	<p>Council's Youth Services delivered a range of recreational and vocational support based programs to young people including:</p> <ul style="list-style-type: none"> * Virtual school holiday programs including classes and online chill and chat engagement activities. * Conducted monthly online (via zoom) youth sector inter-agency network meeting. * Coordinated and facilitated an online healthy eating workshop for senior students. * Developed and attended the Northern Sydney Youth Workers network in partnership with Lane Cove, Ryde, Mosman, North Sydney and Willoughby Councils. * Development, planning and delivery of the Youth Podcast Project in partnership with Northern Sydney Local Health District, Willoughby Council, Lower North Shore Domestic Violence Network, North Sydney Council and the Department of Communities & Justice (DCJ). * Research and planning for the Status of Women's Advisory Group. * Coordinated, planned and delivered an online Mental Health Youth Forum to celebrate Mental Health Month in October, with over 100 students in attendance. * Delivered employment workshops and safe partying workshops at Killara High School. <p>Council's Children Services:</p> <ul style="list-style-type: none"> * Children's services were operational and working at a reduced capacity due to COVID-19 and Public Health Orders. * Care provided across Family Day Care, Long Day Care and Vacation Care for working families and those classified as essential workers. * Partnered with Inclusion Support to address specific needs of children with additional needs who attend services. <p>Council Aged Services:</p>



			<p>* Developed partnerships with community organisations to improve seniors' and carers' access to services and social programs.</p> <p>* Partnered with psychologists from The Resilience Centre and dieticians from Four Seasons Dietetics to provide a series of two presentations on 'Coping with Covid' and 'Eating Well for Healthy Ageing'. Approximately 100 seniors participated in these online workshops designed to offer useful information and the opportunity to connect remotely with other seniors during COVID-19 stay at home orders.</p> <p>Due to the COVID-19 lockdown, three programs of weekly exercise classes for seniors were cancelled including six planned outings and Open Day BBQ at the Men's Shed.</p>
C1.1.1.2	<p>Partner with key stakeholders to deliver community programs in response to identified community needs.</p> <p>Signoff Authority: <i>Manager Community Development</i></p>	 50%	<p>Online workshops for Seniors were conducted twice-weekly from August to October, on Coping with COVID-19, healthy eating, aged care services, accessing information and communicating safely online, preparing for storms, a popular virtual visit to the Wildflower Garden and a talk on the carers gateway. These gave seniors the chance to connect with others during a difficult time of social isolation. Seniors' outings resumed in November, and webinars continued with a series on spring gardens of the world. Participation was high and feedback returned satisfaction ratings averaging 97%. Carers of a person with a disability were offered massages, facials and meditation sessions at a Carers Pamper Day. Seniors who could not spend time with family at Christmas had a traditional Christmas lunch celebration on Christmas Eve, organised by Council Aged Services jointly with Gordon Uniting Church. Welfare-check phone calls to isolated seniors continued.</p> <p>Youth Services chaired monthly meetings with community organisations for sector coordination, information sharing and project collaboration. During lock down, online workshops and virtual drop-in engagement activities were provided for young people. The annual Ku-ring-gai Hornsby Youth Mental Health Forum was delivered online in October, connecting with local high schools and services for Mental Health Month. Youth Centres re-opened in October with HSC support for students.</p> <p>Children's Services continued to operate throughout lockdown. Online platforms delivered programs such as healthy eating, and communication with families and children at home. Vacation Care operated in July, September and December offering in-house sessions. During the Omicron wave of the pandemic, the number of families accessing all services decreased and services were also impacted by loss of staff due to isolation requirements. Staff continued to work with Inclusion Support Services to ensure requirements of families and children with additional needs were met. Training for educators focussed on early identification and intervention, and policy development for Child Safe Organisations.</p>
Key Achievements			
<p>The Delta lockdown and Omicron wave both impacted service provision in different ways. The lockdown necessitated a pivot to online service provision as much as possible, and the Omicron wave reduced both the number of users of services and staff availability. The need to rapidly ensure all staff working with vulnerable people were vaccinated was an added challenge. All sections continued to operate effectively under these difficult circumstances.</p>			
C1.1.1.3	<p>Deliver accessible and inclusive library services to the community, including information and lending services, consistent with social justice principles.</p>	 50%	<p>Once again on 27 June 2021, our library branches closed due to the COVID-19 pandemic and NSW Health Orders. This did not stop our staff from working towards delivering library services, as now more than ever, these resources could provide relief</p>

	<p>Signoff Authority: Manager Library Services</p>	<p>for our residents during lockdown. Together with Council Rangers, library staff organised and provided books, magazines, movies and music to residents throughout the local government area. After a short interruption a bigger and better service was reintroduced which included book bundles for those wanting particular genres, HSC items, children's books or popular quick picks. Library staff, together with Rangers delivered 10,735 items in 3,333 drop offs to residents across Ku-ring-gai. Feedback has been very favourable and our Rangers are enjoying the positive comments.</p> <p>All branches re-opened full operating hours from October 11 and we welcomed 69,413 people through the doors in this half of the year. Gordon Library represented 50% of visitations due to its popularity with HSC students. From July-December, 205,707 items were loaned through our branches and e-library.</p> <p>Programs and events were delivered online for most of this reporting period, adult author encounters as well as children's storytime and early literacy programs. Library Up Late was a series of events for adults over summer that saw the return of limited in branch events due to COVID-19, children's programs remained online.</p>
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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>Signoff Authority: Director Community</p>	
<p>Comments</p>		
<p>Progressing as scheduled. Council continued to deliver programs and activities during the reporting period to support communities across Ku-ring-gai. Activities undertaken in line with Council's Access, Disability and Inclusion Plan included an access of Council Chambers which will see improvements being made internally and externally.</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>Signoff Authority: Manager Community Development</p>	 50%	<p>A number of programs, activities and events were run this period to support local families, children, young people, older people and people with disabilities. Programs were developed in response to identified community needs and often in partnership with local service providers, service clubs, local and regional professional networks and community groups. As a result of COVID-19 restrictions and public health orders many of those programs were delivered online or with significant modifications to the method of service delivery.</p>
C1.1.2.2	<p>Implement Council's Access, Disability and Inclusion Plan.</p> <p>Signoff Authority: Manager Community Development</p>	 50%	<p>A formal access audit of Council Chambers was completed during the period and plans are currently being developed to improve access within the internal and external public areas of the building.</p> <p>Bannockburn Oval has been earmarked for a new Masterplan with proposed access upgrade works currently in the planning stage. These include the relocation of a bus stop, footpath upgrades, new change room facilities and toilets and accessible paths.</p> <p>The Young People with a Disability Social Group stopped running during the period as a result of COVID-19 restrictions and is due to resume in 2022.</p>

			<p>The Exploration Art Exhibition took place in partnership with Disability Services, local artists and community groups. The works were placed on exhibition over a three month period in Council Chambers, Gordon Library and St Ives Shopping Centre.</p> <p>Disability Inclusion Support Services continued to operate within all children services and support families and children with additional needs.</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>Signoff Authority: Director Community</p>	
Comments		
Progressing as scheduled. Council continued to deliver successful events and programs during the reporting period which were required to be modified in line with COVID-19 restrictions and Public Health Orders.		
Key Achievements		
Council was successful in receiving a grant (\$15,000) from the NSW Department of Planning, Industry and Environment for a place making event.		

Operational Plan Tasks


Code	Description	Progress	Comments
C2.1.1.1	<p>Deliver community education programs and events that celebrate our diversity.</p> <p>Signoff Authority: Manager Visitor Experience & Events</p>	 50%	<p>The scheduled calendar of events from July to December was unable to take place and the team pivoted to online events. The events team delivered Ku-ring-gai Lockdown Live in early August shortly after the COVID-19 lockdown put a stop to face to face scheduled events. This event was a live streamed one hour music concert through Council's Facebook page. This event reached over 3,500 people that evening and has since grown to 7,300 views on the video.</p> <p>As restrictions continued, the events team delivered the Spring Celebration - a series of online events during September and October which included the continuation of the live streamed music concerts, yoga and online art classes. This online celebration supported the Spring Flower Festival which was installed in Pymble and North Turramurra this year. The yoga classes were held once a week for five weeks engaging the community with a positive mind and body during lockdown and the classes have had over 7,000 views since commencing. Three online art classes with Tutor Rachel Carrol were held on Zoom and attracted 160 people in total.</p> <p>Citizenship Ceremonies were delivered online and were very well received by the community with Ku-ring-gai welcoming 864 new citizens over a 7 week period.</p> <p>When restrictions eased Council delivered Remembrance Day Commemorations on 11 November with a ceremony at Roseville Club.</p> <p>Christmas Photography at the Ku-ring-gai Wildflower Garden took place for 5 weekends in November and December with Santa in the Garden and Santa Paws having 583 sessions booked in the period.</p>

C2.1.1.2	Promote cultural events to the whole community via Council's communication methods e.g. social media and website. Signoff Authority: <i>Manager Corporate Communications</i>	 50%	Social media is being used wherever possible to promote Council events and activities, subject to COVID-19 restrictions.
C2.1.1.3	Promote opportunities for cultural groups to stage events consistent with Council's Sponsorship Policy. Signoff Authority: <i>Manager Visitor Experience & Events</i>	 50%	Sponsorship funding opened 1 July for community groups and event organisers to submit applications for events in the 2021/22 financial year. Six applications were received. On 28 July the sponsorship program was put on hold due to COVID-19 so did not progress through to Council Meeting. Five out of the six applications cancelled their events with the only event progressing was the Bare Creek Trail run which was held on Sunday 5 December at Acron Oval and Garigal National Park attracting over 900 attendees. Council sponsorship was granted to the value for \$4,500 to assist in the infrastructure and marketing of the event.
C2.1.1.4	Achieve development consent and progress detailed documentation for the tender of Marian Street Theatre. Signoff Authority: <i>Director Strategy & Environment</i>	 50%	The design consultant team have been re-engaged and design development commenced in November 2021.



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	Enhance opportunities for social interaction to foster community participation, connectedness and a sense of pride in the community and local areas. Signoff Authority: <i>Director Community</i>	
Comments		
Progressing as scheduled. Many of the regular services and programs 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 services operated in a modified way, enhanced online capacity and delivery or partially stopped operating during the six month period.		

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. Signoff Authority: <i>Manager Community Development</i>	 50%	A total of 53 applications were received from local organisations in the 2021/22 Ku-ring-gai Community Grants Program. Council has earmarked \$98,514 for distribution to community groups under the Equipment, Community Development and Arts Cultural categories based on identified community priorities. All applications have been assessed and recommendation will be made to Council in February 2022 for approval.
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. Signoff Authority:	 50%	Recruitment and referral of volunteers to community organisations fluctuated over the COVID-19 period due to travel restrictions and related public health order requirements. A total of 42 new volunteers were referred to local organisations. An online workshop on connecting volunteers and older clients was held in September, with 30

	<i>Manager Community Development</i>		attendees. In October, three online sessions on supporting seniors' emotional well-being were delivered to 58 volunteers from local Commonwealth Home Support Program providers. These volunteers were keen to provide more professional support to clients, particularly during lock down.
Key Achievements			
COVID-19 constraints prohibited carrying out new volunteer inductions, so new volunteer referrals decreased and Commonwealth Home Support Program organisations relied on the support of their existing volunteers. Some older and frail residents reduced their demand for services due to concerns for their health and safety.			
C3.1.1.3	<p>Resource and support volunteers by providing information, training and participation opportunities and recognising their contribution to the community.</p> <p>Signoff Authority: <i>Manager Community Development</i></p>	 50%	<p>Despite the limitations on volunteering during lockdown, local residents were given the opportunity to connect with older isolated people and volunteers by writing caring messages for Meals on Wheels Day. During August, 400 messages from the Mayor and residents were printed onto specially designed cards and distributed to Meals on Wheels clients and volunteers.</p> <p>Over 1,600 customised diaries, pens and face masks were distributed to local community organisations as appreciation gifts for volunteers. These gifts assist with acknowledging the important contribution they make to their communities and support local services to retain their volunteers.</p> <p>In December, an online volunteer hub was launched on Council's website offering the public an easy way to volunteer in the local community and Council programs. Local community organisations can post their volunteer vacancies on the platform and receive applications from residents who are keen to serve their community. It is anticipated that this new process will attract many new local volunteers to the area.</p>
C3.1.1.4	<p>Deliver environmental volunteering programs.</p> <p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	 50%	<p>COVID-19 restrictions severely affected volunteer activities this period. Environmental Volunteer Programs were suspended from June – October. Staff worked on the transfer of the volunteer database from Access to TechnologyOne.</p> <p>Other activities undertaken are outlined below:</p> <ul style="list-style-type: none"> * Continued to create content for quarterly Volunteer for Nature E-news to keep engagement with volunteers * Coordinated a Thank you lunch for Volunteers with guest speakers (limited number attendees in accordance with COVID-19 safe plan) * Organise live coverage of guest speakers' presentations, Ku-ring-gai Bushcare Association Annual General Meeting and volunteer award ceremony to all unable to attend * Coordinated Request for Quotations for demolition and replacement of green house at Council's community nursery and maintenance of propagation shed * Continued planning and site assessments for 2022 events including potential volunteering sites, planting sites, national tree day, new community gardens locations and offset planting projects * Continued monitoring and reporting for the Trad Biocontrol project to CSIRO * Updated COVID-19 safety plans for environmental volunteer programs and environmental events * Assisted Trailcare with volunteer days eg -Lindfield Trail open day and planting day * Research and updated content of the Environmental Levy grants webpage


			<ul style="list-style-type: none"> * Researched content and organise webinar to promote Environmental Levy grant program for 2022/23 * Follow up Environmental Levy grant projects, request acquittals and create case studies * Split native bee hives to create 50 for the resident bee hive lottery, 90 for sales including Environmental Levy grant applications and schools out of area * Delivered hives to residents and held sales days *Continued to conduct health checks, monitoring and responding to enquiries for pool 2 ponds conversions * Planning and site assessments to increase biodiversity in parks and verges, increase/broaden volunteer engagement * Identifying potential conservation /regeneration site to plant habitat for carpenter bees * Delivered and installed bee hotels to local schools for ongoing monitoring of solitary bees and education * Prepared presentations for future events * Coordinate introduction of Streamwatch Citizen Science program for volunteers (commencing March 2022) * Preparation for recruitment campaign of Environmental Volunteers (March 2022).
C3.1.1.5	<p>Encourage and support participation in lifelong learning and community connection within broad cultural, creative and information programs.</p> <p>Signoff Authority: <i>Manager Library Services</i></p>	 50%	<p>After a successful Term 1 and start to Term 2 at the Art Centre, things took a turn when the most recent COVID-19 lockdown was announced. Our fully booked spring holiday program which was scheduled to run until 9 July was cancelled at the last minute due to the NSW Government directive. From here we weren't expecting such an extended closure which unfortunately took us through to the end of October. Our Term 3 classes were fully cancelled, but this allowed us to focus on building our social media interaction and targets, as well as engage in some alternate activities that weren't originally programmed. We then made a great come back by opening in November for a shortened 6-week term. One of the only community facilities in Sydney to reopen so quickly.</p> <p>We had 3 very well received online exhibitions this Semester starting on 29 July with the Annual Tutors Show. This display of works highlights art by our tutors. It was a vibrant show gaining 120 likes and some lovely comments by visitors to the page. Food for Thought ran from 2 September to 30 September. From the celebration of the meal, to food politics, this theme explored our relationship to the food we eat but can also be a response to political, spiritual, and observational ideas of thought using a variety of mediums and styles. This show gained 135 likes, 7 shares including interaction from the Mayor and Deputy Mayor, as well as many engaging and positive comments. Food for Thought had a high number engagements with the post reaching 1,450 people with 2,143 post impressions. The Art Centre Facebook now has 1.7K followers, an increase of 7K this year, which is an outstanding result.</p> <p>Staff worked tirelessly to reopen in November, ensuring our COVID-19 safety protocols were in place keeping reduced numbers in classes to abide by the social distancing requirements. Despite some hesitation from students to return in this uncertain climate, we were pleased to have 222 adult students and 72 kids' students return for our shortened Term 4.</p> <p>Ku-ring-gai Library Services engaged with the community through a combination of online and in-person events. These programs were varied, offering</p>

			<p>opportunities for Ku-ring-gai residents to explore new interests, make connections with their community, and continue their lifelong learning journeys. Digital events included the 'Can you spot a scam' webinar with the eSafety Commission in October, achieving the result of 90 attendees through joint promotion with the Council's Aged Services department. 'Reflecting on Ramayana' helped the community celebrate Diwali online in November, bringing together different voices to reflect on the meaning and impact of the stories in the Ramayana. This event saw 48 attendees and high levels of engagement in the discussion.</p> <p>The Children and Young Adults team continued to reach young audiences and parents online through their new Facebook group – Ku-ring-gai Library parents' corner. Storytimes obtained 704 Facebook views, and holiday activities reached 178 students over 11 sessions via Zoom and streaming. The Diwali Storytime was particularly significant in this period, with 1,300 Facebook views. The book clubs reached 14 people via Facebook streams over 3 sessions.</p> <p>The beginning of summer saw in-person events returning to the Library with strong turn outs and COVID-safety at the forefront of planning. A class on how to do Cryptic Crosswords with Liam Runnalls from The Saturday Paper, The Sydney Morning Herald and The Age helped Ku-ring-gai residents finesse their skills. Other events included trivia, a celebration with the Dae Hahn Cultural School Choir and more. Many attendees at these events were new to the library's services and were able to access knowledge, community and resources they had previously left untapped.</p>
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>Signoff Authority: <i>Manager Library Services</i></p>	 50%	<p>During the period the following was undertaken:</p> <ul style="list-style-type: none"> * Physical and electronic collection purchasing continued to ensure members have access to a range of items and formats. This included expanding the number formats to create a more accessible collection for a wider section of community members. Target for budget and loans KPI is on track. * Local studies grant funded projects have commenced, with a completion date of 30 June 2022. * Technology improvement grant funded project created and commenced, with a completion date of June 30, 2022. * English as a Second Language collections have been expanded to physical and electronic resources. * Collection Management Strategy development has commenced for completion by June 30, 2022.
Key Achievements			
<p>Achievements:</p> <ul style="list-style-type: none"> * New projects created to improve self-loans infrastructure and improve Local History collection storage. <p>Challenges:</p> <ul style="list-style-type: none"> * COVID-19 impacts on staffing and vendor supply chains. 			



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>	
Comments		
Progressing as scheduled. A number of programs, healthy lifestyle workshops and recreation programs were delivered during this period under modified conditions or online 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 and reduce social isolation.		


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: Manager Community Development</i>	 50%	From July to October, Seniors' exercise classes ceased due to COVID-19 restrictions. Online alternatives were offered via Council's Life Online webpage and through direct emails to contacts. The physiotherapist who conducts seniors' classes kept in contact by providing information and advice for regular class members. Exercise classes recommenced in late October with mandatory vaccination for participants. Participant numbers in Term 4 were steady although still impacted by COVID-19 restrictions and community hesitancy to participate in group activities. Active Ku-ring-gai programs were stopped in June and re-started in November. Participation rates were low after re-opening when only two programs recommenced for Term 4. Tennis courts proved very popular with local families, coaches and residents during lock down with income from tennis increasing significantly over that period.
Key Achievements			
Lockdown forced all group activities online from July to November. However, tennis court bookings increased to very high levels and remained high throughout the reporting period. When face-to-face activities recommenced, some programs had full participation, while others were unable to re-start due to lack of available trainers or insufficient numbers of participants.			
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 reporting period Council continued to support events as needed.

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 & Regulation</i>	
Comments		

Progressing as scheduled. During the reporting period, Regulation and Compliance activities continued for Council's pool compliance, fire safety and food inspection programs and Council's regulated premises register. Council participated in community safety meetings and works continued at the St Ives Skate park which incorporates Crime Prevention Through Environmental Design elements. The adopted Companion Animals Management Plan continued to be implemented during the period in line with ongoing COVID-19 Public Health Orders.

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 and support local crime prevention initiatives. Signoff Authority: <i>Director Community</i>	 50%	Council continued to participate in and attend the North Shore and Ku-ring-gai Police Area Command - Community Safety Precinct Committee meetings. Ongoing liaison with police to address crime and safety issues including homelessness in the Ku-ring-gai area also continued.
C5.1.1.2	Crime Prevention Through Environmental Design (CPTED) principles are incorporated into the design and construction of Council's Capital Works. Signoff Authority: <i>Manager Technical Services</i>	 50%	Stage 1 works at the St Ives Skate park/ recreation precinct are nearing completion. Stage 2 works are ongoing which includes laying conduits for the CCTV network.
C5.1.1.3	Implement the Companion Animals Management Plan 2020-2025, having due regard for any new controls imposed via COVID-19 Public Orders. Signoff Authority: <i>Manager Compliance & Regulation</i>	 50%	<p>All Companion Animal matters have been dealt with in accordance with Legislation, Policy and the Companion Animals Management Plan 2020-2025. Public interaction activities associated Companion Animals Management Plan 2020-2025 have not been completed due to New South Wales COVID-19 Public Health Restrictions.</p> <p>For the reporting period Council received:</p> <ul style="list-style-type: none"> * 363 companion animal requests * 11 nuisance cat requests * 1 feral cat request * 2 cat pick up requests * 43 general companion animal enquiry requests * 4 dead companion animal requests * 12 lost and found requests * 66 dog attack requests * 93 barking dog requests * 7 dog pickup requests * 69 roaming dog requests * 22 inspect oval requests. <p>There were 707 registrations received in Council Chambers and via the NSW Pet Registry for this reporting period.</p> <p>Registration money for this period totalled \$12,896 with the overall registration rate for companion animals in Ku-ring-gai at 94%, the third highest Lifetime Registration rate in NSW.</p> <p>During 2020 and 2021 a significant increase in dog attacks was seen, especially noticeable during COVID-19 lockdowns. This may indicate that dog owners are being forced to spend time at home are taking their dogs out and letting them off leash far more frequently than at times not affected by lockdowns. This correlates with the very high number of customer requests relating to off leash dogs at on-leash parks, in the streets and on walking tracks in the bush.</p> <p>These numbers have meant that 2020 and 2021 saw the highest number of dog attacks recorded in the last 10 years in Ku-ring-gai LGA.</p>


C5.1.1.4	<p>Ensure all buildings and multioccupancy residential buildings are compliant with Council's Annual Fire Safety Program.</p> <p>Signoff Authority: <i>Manager Compliance & Regulation</i></p>	 50%	<p>There are 1,212 registered Essential Service premises listed on Council's Fire Safety Register. The register is maintained and updated daily to reflect new properties being added and/ or deleted. As a result there are 36 more registered premises than in the July-September quarter.</p> <p>Monthly reminder letters are sent out to owners reminding them of their obligations to have the fire safety measures within their buildings assessed and ensure an Annual Fire Safety Statement (AFSS) is provided to Council by the due date. AFSS are received daily and checked against the previous year's AFSS to ensure compliance with the relevant requirements of the Building Code of Australia (BCA) and Australian standards.</p> <p>COVID-19 restrictions continued to be a challenge with providers, owners and Fire Safety Practitioners not being able to enter properties to check the fire safety measures on-site. There are numerous requests from community members/owners for Council to grant further extensions beyond the due date of the AFSS.</p> <p>In September 2021, the NSW Government (Fair Trading) records show that there are two (2) known eligible buildings in the LGA that are not yet registered for the removal of flammable cladding from residential apartment buildings. Both property owners are currently in the process of addressing the issue.</p>
C5.1.1.5	<p>Undertake mandatory inspections of swimming pools as prescribed under legislation.</p> <p>Signoff Authority: <i>Manager Compliance & Regulation</i></p>	 50%	<p>There are over 17,090 residential swimming pools in the local government area that are on the NSW Swimming Pool Register. This equates to 4.2% of all residential swimming pools in NSW. As such, demand for swimming pool compliance inspections remains extremely high.</p> <p>The NSW Swimming Pool register is accessed and updated regularly with the following being undertaken in the October – December 2021 period.</p> <p>104 swimming pool inspections were undertaken for the issue of a compliance certificate for swimming pool barrier.</p> <p>36 direction orders were served requiring swimming pool owners to provide compliant barriers, to ensure compliance with the Swimming Pool Act and Australian Standards to reduce the risk of drownings.</p> <p>108 reminder letters were sent out requesting owners to upgrade their barriers with 16 penalty infringement notices issued for breaches and non-compliance with Council's direction.</p> <p>65 pool registration letters were sent to property owners.</p> <p>1 exemption was determined and there are four (4) legal matters relating to failures to comply with written directions.</p>
C5.1.1.6	<p>Implement the Food Safety Protection Program in accordance with the NSW Food Authority Agreement.</p> <p>Signoff Authority: <i>Manager Compliance & Regulation</i></p>	 50%	<p>Currently there are 433 registered food premises within Ku-ring-gai.</p> <p>Due to the COVID-19 pandemic, the food inspection program was on hold, however, the program recommenced in November 2021. It is expected that all premises will be visited by the end of the financial year.</p> <p>Food shop owners/ operators are regularly updated on food safety hygiene practices and provided with educational information disseminated from NSW Food Authority and NSW Health.</p> <p>Any food or public health related concerns are responded and actioned in accordance with Food Authority and NSW Government restrictions.</p>

C5.1.1.7	<p>Maintain Council's register and responsibilities for managing regulated premises.</p> <p>Signoff Authority: <i>Manager Compliance & Regulation</i></p>	 50%	<p>COVID-19 updates and checklists continued to be emailed to food business owners. Currently there are:</p> <ul style="list-style-type: none"> 433 food premises 28 skin penetration 37 cooling towers 2 brothels 28 public swimming pools 12 grey water systems 5 warm water systems 12 septic tanks 12 pump sewage to main system 21 underground petroleum storage facilities. <p>9 cooling tower monthly audits were received and reviewed by Council and the register updated.</p> <p>Food premises inspections program recommenced in November 2021 with 40 inspection undertaken since November 2021.</p> <p>Council's regulated premises register is currently in the process of being transferred to P&R module in Technology One (75% complete). The register is regularly checked and updated to reflect changes as Council is made aware of updated details.</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>Signoff Authority: <i>Director Strategy & Environment</i></p>	
<p>Comments</p> <p>This Term Achievement is currently placed on hold. The Department of Planning, Industry and Environment (DPIE) approved the Ku-ring-gai Housing Strategy on 16 July 2021. The approval is subject to a number of requirements including the preparation of an implementation plan and planning proposals for the delivery of additional housing. In November 2021 Council resolved to reject the conditions.</p> <p>Reason</p> <p>Council is awaiting a formal response from NSW Department of Planning, Industry & Environment on the next steps in the status and implementation of the Housing Strategy.</p> <p>Remedial Action</p> <p>Council was advised of the Ministers Statement of Expectations Order in February 2021. Council's and Private Proponent led Planning proposals are still being assessed and reported.</p>		

Operational Plan Tasks


Code	Description	Progress	Comments
C6.1.1.1	<p>Implement the Ku-ring-gai Housing Strategy to 2036.</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	 0%	<p>The Department of Planning, Industry and Environment (DPIE) approved the Ku-ring-gai Housing Strategy on 16 July 2021. The approval is subject to a number of requirements including the preparation of an implementation plan and planning proposals for the delivery of additional housing</p> <p>At the OMC of 16 November 2021, Council considered a report on the Letter of Approval and the preparation of the required Implementation and Delivery Plan. Following consideration of the report Council resolved to reject the conditions in the Letter</p>

			<p>of Approval (1-12) issued by the Department of Planning, Industry and Environment on 16 July 2021, and further debate on this matter be under the authority of the newly elected Council in 2022.</p> <p>Reason</p> <p>This task could not be progressed further following Council's resolution of the 16 November 2021 and has been placed on hold.</p> <p>Remedial Action</p> <p>Council will discuss the Housing Strategy and Letter of Approval in 2022. A report will also be presented to OMC February 2022 to advise Council of the recently made Environmental Planning and Assessment (Statement of Expectations) Order 2021.</p>
C6.1.1.2	<p>Develop strategies and models that will assist the provision of affordable housing choices consistent with the Local Strategic Planning Statement (LSPS).</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	 0%	<p>The Local Strategic Planning Statement (LSPS) requires the preparation of an affordable housing strategy and the investigation of an affordable housing contributions scheme. Work has progressed on an Affordable Housing issues paper which includes looking at a wider range of funding options.</p> <p>Reason</p> <p>This work is linked to the preparation of revised planning provisions as part of the Housing Strategy implementation.</p> <p>While some minor actions have been undertaken the substantive work required for the Housing Strategy could not be progressed further following Council's resolution of the 16 November 2021 and the task has been placed on hold.</p> <p>Remedial Action</p> <p>Council will discuss the Housing Strategy and Department's Letter of Approval in 2022. A report will also be presented to OMC February 2022 to advise Council of the recently made Environmental Planning and Assessment (Statement of Expectations) Order 2021.</p>
C6.1.1.3	<p>Identify opportunities to provide a range of housing choices as part of the implementation of the Ku-ring-gai Housing Strategy to 2036.</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	 0%	<p>The LSPS requires Council to identify opportunities to provide a range of housing choices as part of the implementation of the Ku-ring-gai Housing Strategy to 2036.</p> <p>Reason</p> <p>This work is linked to the preparation of revised planning provisions as part of the Housing Strategy implementation. While some minor actions have been undertaken (development of a housing monitor tool to track approvals and completions of all housing types) the substantive work required for the Housing Strategy could not be progressed further following Council's resolution of the 16 November 2021 and the task has been placed on hold.</p> <p>Remedial Action</p> <p>Council will discuss the Housing Strategy and Department's Letter of Approval in 2022. A report will also be presented to OMC February 2022 to advise Council of the recently made Environmental Planning and Assessment (Statement of Expectations) Order 2021.</p>





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. <i>Signoff Authority: Director Operations</i>	
Comments		
Progressing as scheduled. Council remains active in its participation and facilitation of emergency management procedures for the Hornsby Ku-ring-gai Region. The Hornsby Ku-ring-gai EMPLAN was reviewed and is currently awaiting endorsement by the Regional Emergency Management Committee. The Hornsby Ku-ring-gai Bush Fire Risk Management Plan is in its final stages of completion and is due to be endorsed in 2022. Work continued to progress on flood studies during the reporting period.		

Operational Plan Tasks

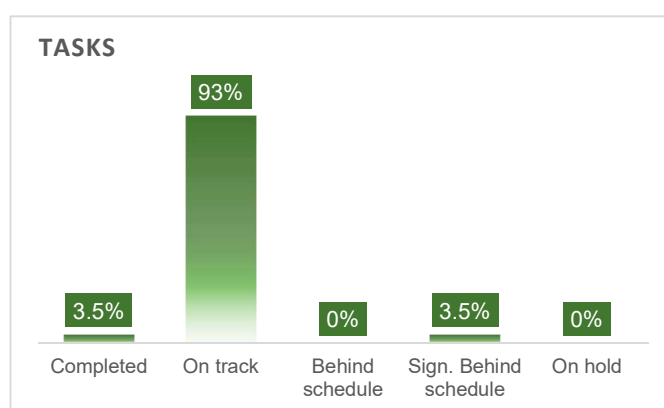
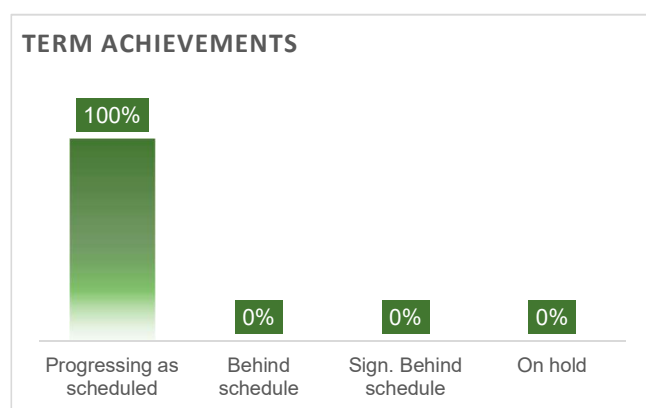
Code	Description	Progress	Comments
C7.1.1.1	Implement and report on the Emergency Management Plan (EMPLAN) in consultation with the Hornsby Ku-ring-gai Local Emergency Management Committee. <i>Signoff Authority: Director Operations</i>	 50%	The draft EMPLAN plan has been completed and is currently awaiting endorsement by the Regional Emergency Management Committee.
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. <i>Signoff Authority: Manager Infrastructure Services</i>	 50%	Progressing to schedule. The Hornsby Ku-ring-gai Bush Fire Risk Management Plan 2022-2026 has been endorsed by the Hornsby Ku-ring-gai Bush Fire Coordinating Committee (BFMC) for public exhibition early in 2022. This will be coordinated by the NSW Rural Fire Service. Hazard reduction activities will continue to be delivered should suitable weather conditions be experienced.
C7.1.1.3	Complete flood risk management studies in consultation with the Flood Risk Management Committee and investigate priority management actions. <i>Signoff Authority: Manager Environment & Sustainability</i>	 50%	Completion of Flood Studies continues across Ku-ring-gai with the Middle Harbour Southern Catchments Flood Study nearing completion; Middle Harbour Northern Catchments Flood Study data collection continuing through collection of survey data of key catchment features; and commencement of the Lane Cove Northern Catchments Flood Study for which community consultation will begin in February 2022.
Key Achievements			
Completion of the Middle Harbour Southern Catchments Flood Study modelling and analysis tasks.			
C7.1.1.4	Review and update Ku-ring-gai's Bushfire Prone Land Map. <i>Signoff Authority: Manager Environment & Sustainability</i>	 40%	A draft 'Request for Quotation' was developed and is with Council's Natural Areas Team Leader for review. Council's Bushfire Technical Officer has listed a number of specific areas of concern (on-ground sites) that the successful tenderer can examine which will enable the mapping to be modified. Reason Delays were experienced with this project due to competing deadlines and resource availability. Remedial Action This project is a work priority for February 2022.



THEME 2 NATURAL ENVIRONMENT

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

Performance summary



(rounding applied)

Key achievements

- Adoption of the Fauna Management Policy by Council.
- Council has engaged with a Net Zero Communities Champions Network, made up of residents motivated to lead a community transition to a net zero future.
- Completion of the community consultation for Council's Net Zero Communities program.
- Launch of the Net Zero Communities e-newsletter with an initial 526 subscribers.
- The Climate Wise Communities program is consistently setting new benchmarks in attendance at Zoom workshops with a new promotional strategy proving very successful.
- Public exhibition of the draft Biodiversity Policy, the Water Sensitive City Policy and the Water Sensitive City Strategy.
- Completion of assessments for public electric vehicle chargers at 11 Council sites.
- Through the Waste Less Recycle More project 304kg of school uniforms were diverted from landfill, with an impressive 80% reduction in litter in parks and sports grounds compared with results in 2019.
- A new waste collection contract commenced in September 2021 increasing waste recovery which has been well received by the community.
- Design development has commenced on the construction of a Cultural and Environmental Education Centre at St Ives Showground.
- Council's Loving Living Ku-ring-gai Facebook page, The Loving Living Ku-ring-gai Twitter, Envirotube, e-newsletters and the newly created sustainability webinar library and environment and sustainability pages on Council's website continued to gain increases in popularity and users.

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	<p>Increased community understanding of the value of the natural environment and local environmental issues and impacts.</p> <p>Signoff Authority: Director Strategy & Environment</p>	
Comments		
<p>Progressing as scheduled. Council continues to utilise a broad range of community programs and incentives to engage and educate the Ku-ring-gai community on environmental and sustainability issues. Council's Loving Living Ku-ring-gai Facebook page, The Loving Living Ku-ring-gai Twitter, Envirotube and our newly created sustainability webinar library and environment and sustainability pages on Council's website continued to have strong engagement numbers.</p>		




Operational Plan Tasks


Code	Description	Progress	Comments
N1.1.1.1	<p>Utilise a variety of communication mechanisms and channels for different target groups to deliver environmental information.</p> <p>Signoff Authority: Manager Environment & Sustainability</p>	 50%	<p>Council's broad range of community programs and incentives continue to engage the Ku-ring-gai community on environmental and sustainability issues. Particularly through our use of social media and electronic platforms. Council's Loving Living Ku-ring-gai Facebook page has increased to 5,300 followers and in the last six months posts on this page had a reach (the number of people who saw any content from or about the page) of 281,093. The Loving Living Ku-ring-gai Twitter account has increased to 714 followers. The Envirotube channel on YouTube now has 3,550 subscribers and the videos on the channel have registered 755,864 views. Our newly created sustainability webinar library on Council's website has attracted 2,204 views. Additionally, the environment and sustainability pages on Council's website saw a sizeable increase with 54,817 unique page views.</p> <p>We now have three e-news' coming out of our team with all of them recording increases in subscribers over the last 6 months. The monthly sustainability e-news has 4,823 subscribers, quarterly Smart Schools e-news 163 subscribers and the new Net Zero Communities mailing list has welcomed 526 subscribers.</p>

Term Achievement

Code	Description	Progress
N1.1.2	Increased community action that benefits the natural environment. <i>Signoff Authority: Director Strategy & Environment</i>	
Comments		
Progressing as scheduled. Council's Loving Living Ku-ring-gai events program has continued to hold a combination of face-to-face and online zoom events. The Wildflower Garden similarly were impacted by health restrictions but managed to hold numerous, well attended events for all ages. Although many of Council's events were cancelled due to COVID-19 engagement numbers increased during the period. The Better Business Partnership service continued to work remotely to engage businesses. The Cultural and Environmental Education Centre continues to progress with refinements in design and progress on documentation.		

Operational Plan Tasks


Code	Description	Progress	Comments
N1.1.2.1	Deliver environmental resources and programs for residents. <i>Signoff Authority: Manager Environment & Sustainability</i>	 50%	Council's Loving Living Ku-ring-gai events program has continued to hold a combination of face-to-face and online zoom events. Many of our events were cancelled due to COVID-19 but engagement numbers increased with 19 events being held including a Plastic Free July nappy webinar, bushwalk series, bushfire simulation and pollinator workshop. A total of 715 residents attended or tuned in during the entire period. Community rebates continue to be well-received with a total of 40 claims, including 29 solar installations. Compost Revolution saw the sale and delivery of 129 compost bins and 37 worm farms to residents reducing waste to landfill by 17,868 tonnes. Council's Bushcare, Streetcare and Parkcare programs have 692 active volunteers.
N1.1.2.2	Deliver environmental resources and programs for businesses. <i>Signoff Authority: Manager Environment & Sustainability</i>	 50%	The Better Business Partnership (BBP) continued to work remotely during the period due to public health restrictions. Project managers engaged with businesses via email and conducted their assessments via Zoom calls. Online engagement sessions via Zoom were popular with several businesses recruited via information webinars and virtual networking sessions. Face to face networking events from December 2021 were postponed until February 2022 due to COVID-19 concerns,
Key Achievements			
Business engagement resulted in total 15 new businesses accredited and 13 existing businesses re-accredited (as per annual process) as follows: Ku-ring-gai - 6 new businesses, and 8 re-accredited North Sydney - 3 new businesses Willoughby - 6 new businesses, and 5 re-accredited			
N1.1.2.3	Deliver environmental education resources, programs and events through a lifelong learning pathway. <i>Signoff Authority: Manager Visitor Experience & Events</i>	 50%	Face to face programs partially returned following the relaxation of public health restrictions including Nature Play, Junior Rangers, Wild Birthdays and School Holiday programs. Attendance for the period included: - Nature Play Toddlers - 509 - Nature Play Preschoolers - 119 - Primary Incursion - 163 - Junior Rangers - 136 - School Holidays - 285 - Wild Birthdays - 562 - Special Events including Halloween - 1246

			Some face to face programs including Seniors in Nature and Nature School were postponed until 2022.
Key Achievements			
Halloween in the Garden including Trick or Treat Trail, Slime Workshop and Spooky Night Walk brought a garden attendance of over 1,000 children.			
N1.1.2.4	Commence detailed design for tender documentation to construct a Cultural and Environmental Education Centre. Signoff Authority: <i>Director Strategy & Environment</i>	 50%	The design consultant team for the Cultural and Environmental Education Centre have been engaged and design development commenced in November 2021.
Key Achievements			
Design development has commenced.			


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. Signoff Authority: <i>Director Strategy & Environment</i>	
Comments		
Progressing as scheduled. Council continues to improve the condition of bushland and conservation of flora and fauna. The Fauna Management Policy was adopted by Council in October 2021, with the Biodiversity Policy expected to be presented to Council for adoption in March 2022. The Natural Areas Plan of Management continue to progress through Crown endorsement and will be ready for public exhibition this financial year. Council continue to refine the Offset Code of Practice, a technical document which forms part of the biodiversity management framework.		
Key Achievements		
The Fauna Management Policy was adopted at the October 2021 Ordinary Meeting of Council.		

Operational Plan Tasks



Code	Description	Progress	Comments
N2.1.1.1	Implement priority actions in the Ku-ring-gai Natural Areas Plan of Management. Signoff Authority: <i>Manager Environment & Sustainability</i>	 25%	The Natural Areas Plan of Management was reviewed by Crown and a list of changes to mapping and categorisation was required. Council are currently working to make the required changes before returning to Crown for endorsement for Public Exhibition. Reason The review process with Crown took longer than anticipated. The responsible staff member left Council in December 2021. Remedial Action A new Natural Areas Program Leader will commence in mid-February in 2022 and complete the last phase of the project.
Challenges			
The responsible staff member left Council in December 2021.			

N2.1.1.2	Review and update the Biodiversity Policy and implement priority actions including the biodiversity monitoring program. Signoff Authority: <i>Manager Environment & Sustainability</i>	 50%	The draft Biodiversity Policy was exhibited for a period of 28 days from 30 September to 27 October 2021. Six (6) submissions were received as a result of the exhibition. These submissions were reviewed, with minor amendments made to the policy. The Biodiversity Policy will be presented to the February Ordinary Meeting of Council with a recommendation to adopt as final.
N2.1.1.3	Review and update the Fauna Management Policy and implement priority actions including the fauna monitoring program. Signoff Authority: <i>Manager Environment & Sustainability</i>	 50%	The Fauna Management Policy was adopted at the October 2021 Ordinary Meeting of Council.
Key Achievements			
The Fauna Management Policy was adopted at the October 2021 Ordinary Meeting of Council.			
N2.1.1.4	Review service level agreements for bushland maintenance activities and develop maintenance delivery schedules. Signoff Authority: <i>Manager Infrastructure Services</i>	 50%	Following the review conducted in 2021, the Customer Request System will be modified in quarter 3, 2022.
N2.1.1.5	Review site management plans for priority bushland reserves and report on monitoring program. Signoff Authority: <i>Manager Infrastructure Services</i>	 50%	Site management plans were completed in 2020/21 and are reviewed each year to ensure they remain relevant for operational delivery.
N2.1.1.6	Implement the Ku-ring-gai Biodiversity Offsetting Code of Practice for Council owned or care, control and managed land. Signoff Authority: <i>Manager Environment & Sustainability</i>	 50%	Council continues to implement and refine the Offset Code Of Practice. With further consultation and review of the code being undertaken con-currently this financial year, with the Ku-ring-gai Local Environmental Plan and Development Control Plan, Biodiversity controls and mapping review.

Term Achievement

Code	Description	Progress
N2.1.2	Ecological protection and understanding is integrated into land use planning. Signoff Authority: <i>Director Strategy & Environment</i>	
Comments		
Progressing as scheduled. Assessment of development proposals continues to be undertaken by Council's Landscape team and in particular Council's Ecological Assessment Officer for all referred applications. Council continues to adapt to policy changes at the state and federal level, updating threatened species considerations and internal databases to ensure alignment.		
A comprehensive review of Council's environmental assessment processes, including its procedural guidelines and environmental assessment templates, is currently underway.		


Operational Plan Tasks

Code	Description	Progress	Comments
N2.1.2.1	Continually review and implement guidelines, processes and templates for environmental assessments. Signoff Authority: <i>Manager Environment & Sustainability</i>	 50%	A comprehensive review of Council's environmental assessment processes, including its procedural guidelines and environmental assessment templates, is currently underway. A review of all current documentation and a series of initial staff workshop sessions have been completed this period to identify areas for improvement. A benchmarking exercise and further staff workshops, to be completed in the next reporting period, will inform the development of updated (i) procedural guidelines; and (ii) environmental assessment templates.
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. Signoff Authority: <i>Manager Development Assessment Services</i>	 50%	Assessment of development proposals continues to be undertaken by Council's landscape team and in particular Council's Ecological Assessment Officer for all referred applications. Additional assessment is also undertaken in relation to impacts to land mapped under the State Government Biodiversity mapping subject to development proposals. As part of the assessment process each application is assessment against the relevant local and state legislative controls to ensure development is consistent with the objectives of the provisions.
Key Achievements			
Challenges have included State Government mapping which has resulted in an increase in the referral volume for Council's Ecological Assessment Officer.			


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. Signoff Authority: <i>Director Strategy & Environment</i>	
Comments		
Progressing as scheduled. Ku-ring-gai Council continues to participate in the Greater Sydney Harbour and Hawkesbury-Nepean Catchment Management Program projects. The updated Water Sensitive Cities Policy and new Water Sensitive Cities Strategy will be presented at the March 2022 Ordinary Meeting of Council for endorsement. Cleaning of relevant WSUD devices are continuing via Council's contractor for sediment basins, gross pollutant traps and pit inserts.		

Operational Plan Tasks


Code	Description	Progress	Comments
N3.1.1.1	Participate in research programs and partnerships to advance water management. Signoff Authority: <i>Manager Environment & Sustainability</i>	 50%	Ku-ring-gai Council continues to participate in the Greater Sydney Harbour and Hawkesbury-Nepean Catchment Management Program projects.

N3.1.1.2	Implement priority actions in the Water Sensitive City Policy and develop and implement a Water Sensitive City Strategy. Signoff Authority: <i>Manager Environment & Sustainability</i>	 50%	Following public exhibition, six external and three internal written submissions were received for the updated Water Policy and new draft Water Strategy documents. Responses to the submissions and amendments to the documents are currently being finalised with a report to go back to the March OMC for endorsement by Council.
Key Achievements			
The documents were well received by the community with positive and supportive feedback from the Ku-ring-gai Bushcare Association, STEP and Sydney Water Corporation, and a further three individuals. Three internal responses were received from Operations, Corporate, and Strategy and Environment and were also most supportive.			
N3.1.1.3	Maintain water sensitive urban design (WSUD) devices in accordance with asset management plan service levels. Signoff Authority: <i>Manager Waste & Cleaning Services</i>	 50%	Cleaning of these devices are continuing via Council's contractor for sediment basins, gross pollutant traps and pit inserts.

Term Achievement

Code	Description	Progress
N3.1.2	Utilisation of water harvesting and reuse has increased at Council owned facilities. Signoff Authority: <i>Director Operations</i>	
Comments		
Progressing as scheduled. Council is continuing to utilise and improve water harvesting systems at Council facilities including irrigation as well as re-use for toilet systems at some locations. Capital upgrades at Lindfield Oval number 1 and 2 have increased stormwater harvesting and use for irrigation purposes. Water harvesting and re-use is always considered at design stage where site suitability and budget exists.		


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. Signoff Authority: <i>Manager Infrastructure Services</i>	 50%	Water harvesting facilities are being used to their maximum at all sports fields




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 & Environment</i>	
Comments		
Progressing as scheduled. Council continue to collate relevant data around emissions to inform and guide the operational and community objective to progress towards net zero. Council's Net Zero Communities program continues to build momentum with a community event scheduled for March 2022. Climate Wise Communities, Council's flag ship emergency preparedness program continues to engage and educate the community and promote share responsibility in the event of natural disasters,		
Key Achievements		
* Increased numbers attending the Climate Wise Communities Workshops.		




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 & Sustainability</i>	 85%	Climate Wise Communities has been experimenting with an alternative approach to workshops that defines a catchment area to be targeted for a workshop followed by personalised letters sent to each household in the area promoting the workshop. The letters show their property is contained in the area to be focused on for the workshop. Each workshop is focused on either storms or bush fires. Between September 2021 and December 2021 nine workshops were conducted with 259 people attending. Seven of the workshops were via Zoom and two were face to face.
Key Achievements			
The Climate Wise Communities program is setting new benchmarks in attendance at Zoom workshops consistently with the new promotional strategy proving very successful.			
N4.1.1.2	Collate relevant data on CO2e emissions and sustainability and use this to inform Council's ongoing net zero program. <i>Signoff Authority: Manager Environment & Sustainability</i>	 50%	Key outcomes include the use of greenhouse gas emissions data to inform community consultation for Council's Net Zero Communities program, and to inform internal program design. This includes data sourced from the LGA wide greenhouse gas emissions inventory developed by 100% Renewables and the Resilient Sydney platform.
N4.1.1.3	Develop and deliver a program to support the community in reaching net zero emissions by 2040 or earlier. <i>Signoff Authority: Manager Environment & Sustainability</i>	 50%	A key outcome during the period was the completion of the community consultation and internal consultation for Council's Net Zero Communities program. The consultation included a face to face event for residents, as well as online workshops for schools, businesses, and the strata community to participate in. Community members were also able to provide feedback via an online survey. In total Council received 1,100 comments via the workshops and online survey.
Key Achievements			
The outcomes of the Net Zero community consultation are being used by Council teams to design the Net Zero programs and related initiatives that respond to the community inputs.			

Term Achievement

Code	Description	Progress
N4.1.2	Council's vulnerability to climate change is reduced. <i>Signoff Authority: Director Strategy & Environment</i>	
Comments		
Progressing as scheduled. Council is in the early stages of developing a Council Resilience/Recovery Plan building on the experience of communities recently impacted by bush fires and floods. The Plan will build on Council's Business Continuity Plan, and Emergency Management Plan, however the focus will primarily be how to assist community preparedness and recovery. Council has also commenced a charging network installation policy.		
Key Achievements		
Key outcomes include the completion of assessments for public electric vehicle chargers at 11 Council sites.		


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 & Sustainability</i>	 80%	Grant information has been provided to relevant managers as they arise. Council is currently working on aspects of a Council Resilience/Recovery Plan that uses our experience of recent impacts from bush fires and floods for information and guidance on the role Council should play in the recovery phase of a disaster. Council already has a Business Continuity Plan, and Emergency Plan to cover the operation of Council during a crisis and the Resilience Plan will look at what else could be done in terms of preparation and recovery. One tool of value that has been highlighted is a Communications Guide for Councils during disasters. This guide has been forwarded to Council's LEMO for consideration.
N4.1.2.2	Review the Climate Change Policy and implement priority actions. <i>Signoff Authority: Manager Environment & Sustainability</i>	 50%	Key outcomes during the period include Council participation in a test drive for a battery electric truck; consultation via an online survey with leaseback and TRP Council staff on electric/hybrid vehicles; progress and participation in the PEERS 3 electricity tender for supply of 100% renewable energy.
N4.1.2.3	Identify opportunities to support the uptake of low and zero emission vehicles within the community. <i>Signoff Authority: Manager Environment & Sustainability</i>	 50%	Key outcomes during the period includes the completion of assessments for public electric vehicle charger at 11 Council sites; a Council hosted webinar on electric vehicles; inclusion of electric vehicle chargers into Council's rebate program; and installation of 13 public electric vehicle chargers within the new Lindfield Village Green underground car park. Planning was also undertaken for a Council hosted electric vehicle drive day, however, due to public health restrictions, this event was postponed.






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. <i>Signoff Authority: Director Operations</i>	
Comments		
Progressing as scheduled. A new waste collection contract commenced in September 2021 involving changes to green waste and clean-up services which result in increased waste recovery of these waste streams. Community engagement was implemented to inform the community of the services which has been running well and has had positive community feedback.		
Key Achievements		
The new waste collection contract has increased waste recovery and has been well received by the community.		

Operational Plan Tasks


Code	Description	Progress	Comments
N5.1.1.1	Deliver effective and efficient waste management services. <i>Signoff Authority: Manager Waste & Cleaning Services</i>	 50%	The new waste contract commenced in September 2021. Residents have provided positive feedback on the increased green waste collection service and the separation and recovery of e-waste, metals and mattresses.
N5.1.1.2	Implement new Waste Collection contract. <i>Signoff Authority: Director Operations</i>	 100%	The new waste collection contract commenced in September 2021 and is currently running as scheduled
N5.1.1.3	Deliver community waste education programs. <i>Signoff Authority: Manager Waste & Cleaning Services</i>	 50%	The communications campaign is continuing for the new waste contract and associated services. An online composting workshop took place on the 18th November 2021 with a focus on recycling food waste for national recycling week, with 40 registered attendees. A Christmas waste tips campaign was delivered in December 2021 with social media, e-news and bus shelter advertising.
N5.1.1.4	Deliver grant funded Waste Less Recycle More projects. <i>Signoff Authority: Manager Waste & Cleaning Services</i>	 50%	Bin and litter audits at parks and sports grounds were completed. Litter has been reduced due to new bin placement. Additionally, 304kg of school uniforms have been diverted from landfill through Worn Up. Multi-unit dwellings textile and compost cooperative programs are progressing on schedule.
Key Achievements			
* 304kg of school uniforms diverted from landfill.			
* Less litter has been found in parks and sports grounds compared with results in 2019.			
* On average an 80% reduction has occurred across all sites.			
N5.1.1.5	Participate in the Northern Sydney Regional Organisation of Councils (NSROC) Regional Waste Disposal Contract. <i>Signoff Authority: Manager Waste & Cleaning Services</i>	 50%	Waste processing is continuing in line with the regional waste disposal contract and the EPA trial for collection of food and garden organics to rehabilitate the mine tailings dam.

N5.1.1.6	Implement Regional Waste Plan Actions. Signoff Authority: <i>Manager Waste & Cleaning Services</i>	 50%	The NSROC Food Waste Diversion trial is progressing with the audit progressing as planned. Due to public health restrictions the commencement of the trial was delayed until January 2022. Collaboration with the NSROC/Southern Sydney Regional Organisation of Council (SSROC)/Western Sydney Regional Organisation of Council (WSROC) Clothing Market Steering Group is continuing with projects planned for 2022.
Key Achievements			
* Audit RFQ released for food diversion project and negotiation with consultants undertaken. * Comments on potential clothing steering committee projects have been provided.			

Term Achievement

Code	Description	Progress
N5.1.2	The community is effectively engaged in energy and water conservation and efficiency programs. Signoff Authority: <i>Director Strategy & Environment</i>	
Comments		
Progressing as scheduled. Council continue to run a number of successful rebate programs to positively influence the community to reduce their energy and water consumption. These rebates have been extended to local businesses through the Better Business Partnerships service. Additional talks and workshops around electric cars and other measures of efficiency continue to engage large numbers of residents.		
Key Achievements		
Council has engaged with a Net Zero Communities Champions Network, made up of residents motivated to lead a community transition to a net zero future.		

Operational Plan Tasks

Code	Description	Progress	Comments
N5.1.2.1	Implement programs to assist the community to reduce energy and water use. Signoff Authority: <i>Manager Environment & Sustainability</i>	 50%	This year, the Energy Smart program awarded 42 rebates, totalling \$22,523, for the installation of 13 energy efficient pool pumps, 4 window efficiency retrofits, 1 hot water heat pump, 6 home insulations and 29 solar PV of (257kWp). The matched community investment for this period was \$402,931. Council engaged with 40 residents at the electric vehicle webinar providing information on the advantages of owning electric vehicles. Greenstyle advisory service provided 4 home owners with information on how to lower their energy bills, draught-proof their homes, and prevent damp and mould. As part of the Water Smart program, rebates totalling \$5,416 were awarded for the installation of 9 rainwater tanks (with a total capacity of 32,500L). The matched community investment was \$55,431 for the period.

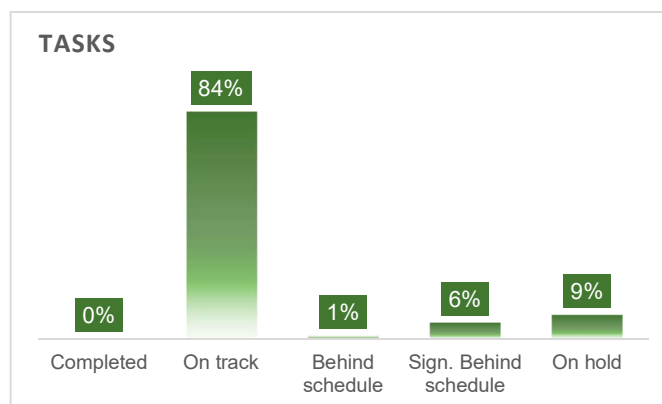
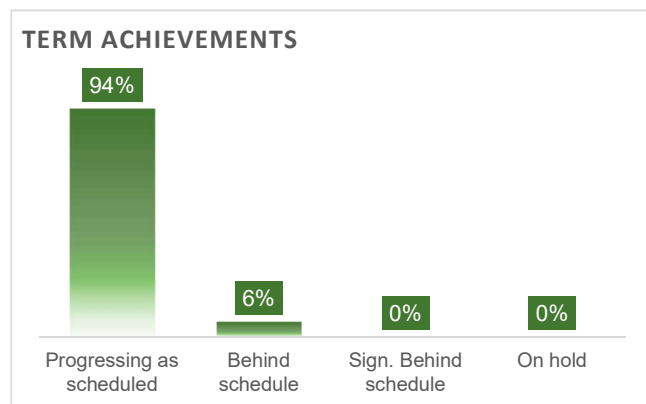


THEME 3

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

- Council was awarded funding under the Everyone Can Play grant scheme from the Department of Planning and Environment for playground upgrades at Dukes Green, East Lindfield (\$180,000) and Hassall Park, St Ives (\$200,000). This funding will contribute to the provision of accessible and inclusive recreation spaces for the community.
- Council received a grant from the Crown Reserve Improvement Fund of \$27,000 to go towards the Jubes Mountain Bike Park revitalisation.
- Adoption of the St Ives Showground & Precinct Lands Plan of Management in November 2021.
- Council's reviewed Development Control Plan came into operation in August 2021.
- A record number of development applications were assessed against the local government and NSW State planning objectives and controls.
- A number of engagement activities have been undertaken including for Hassall Park - St Ives, the Urban Forest Strategy, Bedes Forest - St Ives, Gordon streetscape upgrades and nature play in playgrounds.
- A revised market engagement strategy for the Lindfield Village Hub was endorsed by Council and initial stages of negotiations were completed successfully.

Challenges


- Strategic planning uncertainty due to the absence of a final outcome on a Ku-ring-gai Housing Strategy, which has implications across a wide range of plans and projects.

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. Signoff Authority: Director Strategy & Environment	
Comments		
Progressing as scheduled. A series of strategies, policies and programs have been prepared and delivered to protect and enhance Ku-ring-gai's unique visual and landscape character. The planning and delivery of landscape policies under Council's Local Strategic Planning Statement combined with on-ground programs such as tree plantings and litter control also contribute to its preservation.		

Operational Plan Tasks



Code	Description	Progress	Comments
P1.1.1.1	Continue to review the effectiveness of existing strategies, plans and processes across all programs. Signoff Authority: Manager Urban Planning	 50%	The effectiveness of existing strategies, plans and processes continued to be reviewed with ongoing consultation with relevant sections of Council including Environment and Sustainability, Development and Regulation and Operations. The house keeping review of the Ku-ring-gai Development Control Plan (DCP) was completed and came onto effect on 27 August 2021. The proposed Design and Place SEPP will have a potential impact on strategies, plans and processes that are currently in place to protect and enhance Ku-ring-gai's unique visual and landscape character. The draft SEPP is currently under review by Council staff with a view to making a detailed submission.
Key Achievements			
The review of Council's Development Control Plan came into effect in August 2021.			
P1.1.1.2	Finalise preparation of a Local Character Strategy for Ku-ring-gai consistent with the Local Strategic Planning Statement (LSPS), Local Character Guidelines and the North District Plan. Signoff Authority: Manager Urban Planning	 0%	Council adopted the Ku-ring-gai Local Character Background Study at its Ordinary Meeting on 15 June 2021. The next step of preparing and implementing a local Character Strategy is linked to the preparation of revised planning provisions as part of the Housing strategy implementation. Reason While some work has commenced the task could not be progressed further following Council's resolution of the 16 November 2021 to reject the conditions in the Department of Planning, Industry and Environment's Letter of Approval (1-12) dated 16 July 2021 and has been placed on hold. Remedial Action Council will discuss the Housing Strategy and Department's Letter of Approval in early 2022.

P1.1.1.3	<p>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.</p> <p>Signoff Authority: <i>Manager Development Assessment Services</i></p>	 50%	<p>During this reporting period, all development applications have been assessed against all relevant planning provisions at the state (SEPPs) and local government levels, being Local Environmental Plans & Development Control Plans, as they relate to the visual and landscape character. Each application is assessed on its merits against the relevant objectives of the controls that seek to ensure the unique visual and landscape character of Ku-ring-gai local government. Where a proposal doesn't meet the objectives of these provisions the application is not supported.</p>
Key Achievements			
<p>A record number of development applications have been assessed against the local government and NSW State planning objectives and controls during the reporting period. This has ensured the unique visual and landscape character of the Ku-ring-gai Council local government area (LGA) remains protected and enhanced.</p>			
P1.1.1.4	<p>Administer and implement Council's tree preservation policies and procedures.</p> <p>Signoff Authority: <i>Manager Technical Services</i></p>	 50%	<p>A total of 512 new private tree applications were received during this period. 501 Private tree applications were completed with 91 outstanding for the period. Response times have stabilised at four weeks. A total of \$36,467 was collected in penalty infringement notices to date. Request numbers have stabilised from the previous reporting period and resources will continue to be allocated as required to maintain response times.</p>
Key Achievements			
<p>Applications continue to be processed within agreed response times despite the challenges of the COVID-19 pandemic.</p>			
P1.1.1.5	<p>Implement the urban forest replenishment program for Ku-ring-gai including identification of funding opportunities.</p> <p>Signoff Authority: <i>Manager Technical Services</i></p>	 50%	<p>Planting locations have been finalised and plants ordered in preparation for April planting. This project is on target.</p>
P1.1.1.6	<p>Deliver programs to reduce litter and graffiti and provide street cleaning operations to improve drainage and the appearance of Ku-ring-gai.</p> <p>Signoff Authority: <i>Manager Waste & Cleaning Services</i></p>	 50%	<p>Graffiti and litter continued to be removed under day labour and street sweeping continued under a service contract.</p>
P1.1.1.7	<p>Implement priority monitoring from the Urban Forest Strategy.</p> <p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	 50%	<p>The monitoring program commenced with the collection of aerial imagery in March 2020 by Arbor carbon. This data will complement the Urban Forest Policy and development of an Urban Forest Strategy. The draft Urban Forest Strategy is to include an Urban Forest Monitoring Program, with additional canopy acquisition being undertaken in early 2022.</p>
Key Achievements			
<p>Contracted acquisition of 2022 Urban Forest Canopy data. This new data will inform Councils future Green Grid Strategy, updated Local Environment Plan and Development Control Plan Biodiversity Controls as well as updated Bushfire Prone Lands Mapping.</p>			

Term Achievement

Code	Description	Progress
P1.1.2	Place making programs are being implemented for selected neighbourhood centres. <i>Signoff Authority: Director Operations</i>	
Comments		
Progressing as scheduled. The Fox Valley Road local centre upgrade design is nearing completion with a works tender expected to be out this financial year.		


Operational Plan Tasks

Code	Description	Progress	Comments
P1.1.2.1	Develop concept plans for neighbourhood centres to achieve place-making objectives informed by community engagement. <i>Signoff Authority: Manager Technical Services</i>	 50%	The release of the tender for the Fox Valley Road upgrade was delayed due to COVID-19 impacts. The tender will be released by mid-February to allow reporting to the April Ordinary Meeting of Council.
P1.1.2.2	Undertake a coordinated program of neighbourhood centres revitalisation. <i>Signoff Authority: Manager Technical Services</i>	 50%	There was a delay in the finalisation of the tender package for the Fox Valley Road centre project due to COVID-19. The tender is to be released early February and reported to Council at the April Ordinary Meeting.


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. <i>Signoff Authority: Director Strategy & Environment</i>	
Comments		
Progressing as scheduled. The implementation of Council's Local Strategic Planning Statement is continuing with the ongoing refinement of existing strategies and plans underway. The potential impacts of state government planning reforms on Ku-ring-gai's planning strategies and policies are monitored and submissions made when required.		

Operational Plan Tasks


Code	Description	Progress	Comments
P2.1.1.1	Prepare plans and strategies as required by the Local Strategic Planning Statement (LSPS). <i>Signoff Authority: Manager Urban Planning</i>	 50%	Work progressed on the Urban Forest Strategy with initial community engagement undertaken in October/ November 2021. Work commenced on the Green Grid Strategy with internal workshops being held and a draft background paper prepared.

P2.1.1.2	Continue to review the effectiveness of existing strategies, local environmental plans, development control plans and processes across all programs. Signoff Authority: <i>Manager Urban Planning</i>	 50%	The effectiveness of existing strategies, Local Environmental Plans, Development Control Plans (DCP) and processes continued to be reviewed with ongoing consultation with relevant sections of Council including Environment and Sustainability, Development and Regulation and Operations. The house keeping review of the Ku-ring-gai DCP has been completed and came onto effect on 27 August 2021. The potential impacts of the state government planning reforms on Ku-ring-gai's planning strategies and policies were monitored and submissions made when required.
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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. Signoff Authority: <i>Director Strategy & Environment</i>	
Comments		
Progressing as scheduled. Council's policies and programs are leading by example in the design quality and building sustainability for new developments. Council's Development Control Plan and urban design review, along with green star building requirements, are being refined and implemented.		




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. Signoff Authority: <i>Manager Urban Planning</i>	 50%	The promotion of Council's design quality and building sustainability standards to industry and community stakeholders is ongoing.

Term Achievement

Code	Description	Progress
P3.1.2	Community confidence has continued in our assessment, regulatory and environmental processes. Signoff Authority: <i>Director Development & Regulation</i>	
Comments		
Progressing as scheduled. Staff continued to undertake the assessment of development in accordance with relevant state, regional and local planning provisions and in line with appropriate legislation. This will in turn result in an attractive, interactive and sustainable living and working environment.		


Operational Plan Tasks

Code	Description	Progress	Comments
P3.1.2.1	<p>Development is assessed against all relevant state and local planning controls and their objectives to ensure consistent quality urban design outcomes for the natural and built environment.</p> <p>Signoff Authority: <i>Manager Development Assessment Services</i></p>	 50%	<p>Applications lodged for the development of land within Ku-ring-gai during the first half have been assessed against all relevant state and local planning controls. This assessment has delivered consistent and predictable high quality built outcomes, which have enhanced the natural and built environments within Ku-ring-gai, improving its liveability.</p>
P3.1.2.2	<p>Facilitate community participation through Council's Community Participation Plan and the Ku-ring-gai Local Planning Panel (KLPP) consistent with the Code of Meeting Practice.</p> <p>Signoff Authority: <i>Manager Development Assessment Services</i></p>	 50%	<p>High levels of compliance with the requirements of the Community Participation Plan have been achieved during the reporting period.</p>
P3.1.2.3	<p>Provide regulatory compliance services consistent with state and local controls which include education of the community and their involvement in local policy reviews.</p> <p>Signoff Authority: <i>Manager Compliance & Regulation</i></p>	 50%	<p>Council's regulatory team continued provide regulatory compliance services consistent with state and local controls which included education of the community and their involvement in local policy reviews.</p> <p>This reporting period has seen an increase in building activity and a slight increase in traffic movement within the local government area. These slight increases were due to amendments to New South Wales COVID-19 health restrictions. Imposed restrictions still had major impacts on local schools and local businesses.</p> <p>For the reporting period, the regulatory team issued 2,236 (794 first quarter and 1442 second quarter) parking penalty notices for both on-street and off-street parking offences. This equates to \$538,898. Council received 439 parking complaints during this reporting period. Council's regulatory team was also very proactive in monitoring Council weight restricted roads. The regulatory team issued 61 penalty notices equating to \$16,966. Breach of building approval also remained steady for the reporting period. Council's regulatory team issued 17 penalty notices (7 first quarter and 10 second quarter) equating to \$98,310.</p>



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. Signoff Authority: Director Strategy & Environment	
Comments		
This Term Achievement is behind schedule. Public Domain Planning and associated works are under way, however the wider strategies and plans for the key local centres have been delayed. Reason Awaiting a final outcome on the status and programs for Council's Housing Strategy. Remedial Action Public domain planning and aligned works are still being progressed including upgrades to St Johns Avenue, Gordon eat street.		
Challenges		
Strategic planning uncertainty due to the absence of a final outcome on a Ku-ring-gai Housing Strategy, which has implications across a wide range of plans and projects.		


Operational Plan Tasks

Code	Description	Progress	Comments
P4.1.1.1	Implement the Ku-ring-gai Public Domain Plan and Technical Manual and review and update as required. Signoff Authority: Manager Urban Planning	 0%	At the Ordinary Meeting of Council held 15 June 2021, Council resolved (GB. 20, Min 101) to defer work on the Public Domain Plan to enable an inspection of the sites identified in the Ku-ring-gai Public Domain Plan being the three town centres of Lindfield, Turramurra and Gordon. Reason The task could not be progressed further following Council's resolution of the 15 June 2021 and has been placed on hold. Remedial Action It is anticipated that site inspections will be arranged with the new Council early in 2022 and the draft Public Domain Plan reported back to Council at the earliest possible date.
P4.1.1.2	Implement Public Domain Masterplans for the local centres and concept plans for key precincts. Signoff Authority: Manager Urban Planning	 35%	At the Ordinary Meeting of Council held 15 June 2021, Council resolved (GB. 20, Min 101) to defer work on the Public Domain Plan to enable an inspection of the sites identified in the Ku-ring-gai Public Domain Plan being the three town centres of Lindfield, Turramurra and Gordon. Certain works in Gordon were advanced ahead of Council's resolution. They included: * St Johns Avenue, Gordon streetscape has progressed through the tender process. The preferred tenderer will be reported to Council in February 2022 due to the postponement of the October 2021 OMC. * Fitzsimons Lane, Pacific Highway (between Merriwa Street and Ryde Rd), east end of Merriwa St and Ridge St concept plans to be reported to February 2022 OMC for adoption for public exhibition. Reason Concept plans for streetscapes in Lindfield and Turramurra could not be progressed further following


			<p>Council's resolution of the 15 June 2021 and the task has been placed on hold pending Council adoption of the Local Centres Public Domain Plan. Some already advanced work continued to be progressed.</p> <p>Remedial Action</p> <p>Small sections of work are progressing despite the public domain master plans approval being delayed. It is anticipated that site inspections will be arranged with Council early in 2022 and the draft Public Domain Plan reported back to Council at the earliest possible date.</p>
P4.1.1.3	<p>Actively engage with residents, key agencies, landholders, businesses and other stakeholders to assist with the delivery of the Activate Ku-ring-gai Program.</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	 50%	<p>A number of engagement activities have been undertaken during the reporting period including:</p> <ul style="list-style-type: none"> * Exhibition of Hassall Park, St Ives Landscape Master plan * Commencement of the Urban Forest Strategy engagement including new webpage and online survey * Online survey for the expansion of Bedes Forest, St Ives * Initial engagement with property owners for streetscape upgrades in Gordon * Launch of Nature Play web page and online survey.
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>Signoff Authority: <i>Manager Urban Planning</i></p>	 80%	<p>Preparation of the Creative Arts Facilities Strategy was paused due to a lack of clarity around changes to development contributions and funding and asset sales. The bulk of this type of facility requires an 85% contribution from Council, and in the absence of clarity around funding it was not considered appropriate to continue the project. Subsequent to the pause, there has been a new census conducted by the ABS which would also render some of the assumptions on which the study was based, out of date. It is therefore recommended that this task be placed on hold until such time as these matters have more certainty.</p>
P4.1.1.5	<p>Identify locations for new parks in priority areas identified in Council's adopted Open Space Acquisition Strategy.</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	 46%	<p>Council continues to negotiate on the purchase of properties in Pymble and Roseville as part of the Open Space Acquisition Strategy.</p>
P4.1.1.6	<p>Prepare streetscape concept plans for identified precincts in Gordon Local Centre consistent with the Public Domain Plan.</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	 50%	<p>The following works were significantly advanced ahead of Council's resolution of the 15 June 2021 to defer work on the Public Domain Plan.</p> <p>Wade Lane Upgrade is under construction. St Johns Avenue in Gordon has proceeded to tender. A report recommending the preferred tenderer has been prepared by Operations for the February 2022 OMC. If adopted, construction is likely to commence before June 2022.</p> <p>A draft concept plan, consistent with the draft Public Domain Plan, has been prepared for streets to the north of the Gordon local centre including the Pacific Highway, Merriwa Street and Fitzsimons Lane. A report has been prepared for the February 2022 OMC so that the second stage of community consultation can commence.</p>

P4.1.1.7	<p>Prepare streetscape concept plans for identified precincts in Turramurra Local Centre consistent with the Public Domain Plan.</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	 0%	<p>Complexities emerging from traffic studies for the Turramurra Local Centre have delayed decisions regarding which streets should be progressed for design development.</p> <p>Engagement with Transport for NSW has been ongoing.</p> <p>At the Ordinary Meeting of Council held 15 June 2021, Council resolved (GB. 20, Min 101) to defer work on the Public Domain Plan to enable an inspection of the sites identified in the Ku-ring-gai Public Domain Plan being the three town centres of Lindfield, Turramurra and Gordon.</p> <p>Reason</p> <p>Concept plans for streetscapes in Turramurra could not be progressed further following Council's resolution of the 15 June 2021 and the task has been placed on hold.</p> <p>Remedial Action</p> <p>It is anticipated that site inspections will be arranged with Council early in 2022 and the draft Turramurra Public Domain Plan reported back to Council in March 2022.</p>
P4.1.1.8	<p>Prepare streetscape concept plans for identified precincts in Lindfield Local Centres consistent with the Public Domain Plan.</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	 10%	<p>Work has progressed on designs for a new signalised intersection at the intersection of Tryon Road and Lindfield Avenue. This has involved engagement with Transport for NSW and consultation with St Albans Church representatives. Work has also progressed on revised traffic arrangements on Kochia Lane east of Milray Street.</p> <p>At the Ordinary Meeting of Council held 15 June 2021, Council resolved (GB. 20, Min 101) to defer work on the Public Domain Plan to enable an inspection of the sites identified in the Ku-ring-gai Public Domain Plan being the three town centres of Lindfield, Turramurra and Gordon.</p> <p>Reason</p> <p>Concept plans for streetscapes in Lindfield have not been exhibited following Council's resolution of the 15 June 2021 to defer adoption of the Local Centres Public Domain Plan and the task has been placed on hold.</p> <p>Remedial Action</p> <p>Site inspections for Councillors are to be arranged for early 2022 and a report to April 2022 OMC outlining any required changes to the draft Lindfield Public Domain Plan and recommending its adoption. Once adopted, further development of concept plans and community consultation can proceed.</p>
P4.1.1.9	<p>Monitor the Major Project proposals to ensure they deliver quality community outcomes and design excellence.</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	 50%	<p>Ongoing support continued to be provided to the Major Projects Unit by way of advice in relation to development contributions, planning, traffic planning and public domain design.</p>
P4.1.1.10	<p>Continue to facilitate disposal of the Lindfield Library site.</p> <p>Signoff Authority: <i>Director Strategy & Environment</i></p>	 50%	<p>Negotiations with Sydney Trains on the deferred commencement conditions of consent are ongoing.</p>


P4.1.1.11	<p>Integrate all transport modes for the primary local centres through the Public Domain Plan, Traffic and Transport studies in collaboration with Transport for NSW (TfNSW).</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	 <p>20%</p>	<p>The draft public domain plan integrates all transport modes for Lindfield, Turrumurra and Gordon Local Centres, as per the LSPS.</p> <p>The traffic study for Turrumurra is almost complete. The study has identified some potential traffic issues around the Turrumurra local centre which may require some reconsideration of the draft Public Domain Plan and design priorities for Turrumurra. Consultation with TfNSW is continuing.</p> <p>Some concept plans for Gordon are progressing.</p> <p>At the Ordinary Meeting of Council held 15 June 2021, Council resolved (GB. 20, Min 101) to defer work on the Public Domain Plan to enable an inspection of the sites identified in the Ku-ring-gai Public Domain Plan being the three town centres of Lindfield, Turrumurra and Gordon.</p> <p>Reason</p> <p>While some work has advanced the task could not be progressed further following Council's resolution of the 15 June 2021.</p> <p>Remedial Action</p> <p>It is anticipated that site inspections will be arranged with Council early in 2022 and the draft Public Domain Plan reported back to Council at the earliest possible date.</p>
P4.1.1.12	<p>Finalise strategies and plans for Gordon Local Centre and surrounds.</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	 <p>0%</p>	<p>No further progress was made on this task.</p> <p>Reason</p> <p>The preparation of structure plans and master plans could not be progressed further following Council's resolution of the 16 November 2021 in relation to the Ku-ring-gai Housing Strategy and the task has been placed on hold.</p> <p>Remedial Action</p> <p>Council will discuss the Housing Strategy and Department's Letter of Approval in 2022. A report will be presented to OMC February 2022 to advise Council of the recently made Environmental Planning and Assessment (Statement of Expectations) Order 2021.</p>
P4.1.1.13	<p>Finalise strategies and plans for Turrumurra Local Centre and surrounds.</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	 <p>0%</p>	<p>No further progress was made on this task.</p> <p>Reason</p> <p>The preparation of structure plans and master plans could not be progressed further following Council's resolution of the 16 November 2021 in relation to the Ku-ring-gai Housing Strategy and the task has been placed on hold.</p> <p>Remedial Action</p> <p>Council will discuss the Housing Strategy and Department's Letter of Approval in 2022. A report will be presented to OMC February 2022 to advise Council of the recently made Environmental Planning and Assessment (Statement of Expectations) Order 2021.</p>

P4.1.1.14	<p>Finalise strategies and plans for Lindfield Local Centre and surrounds.</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	 0%	<p>No further progress was made on this task.</p> <p>Reason</p> <p>The preparation of structure plans and master plans could not be progressed further following Council's resolution of the 16 November 2021 in relation to the Ku-ring-gai Housing Strategy and the task has been placed on hold.</p> <p>Remedial Action</p> <p>Council will discuss the Housing Strategy and Department's Letter of Approval in 2022. A report will be presented to OMC February 2022 to advise Council of the recently made Environmental Planning and Assessment (Statement of Expectations) Order 2021.</p>
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Term Achievement

Code	Description	Progress
P4.1.2	<p>Commence construction of Lindfield Village Green.</p> <p>Signoff Authority: <i>Director Operations</i></p>	
Comments		
<p>Progressing as scheduled. Construction works are nearly complete with an opening planned for 14 February 2022. All structural elements are complete with minor finalisation works continuing.</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
P4.1.2.1	<p>Complete construction of Lindfield Village Green.</p> <p>Signoff Authority: <i>Director Operations</i></p>	 90%	<p>The Lindfield Village Green construction is nearing completion with structures including the cafe now complete and finishing works being undertaken.</p>


Term Achievement

Code	Description	Progress
P4.1.3	<p>Secure a development partner for Lindfield Village Hub.</p> <p>Signoff Authority: <i>Group Lead - Major Projects</i></p>	
Comments		
<p>Continued to progress. At the Ordinary Meeting of Council in July 2021 Council considered a revised market engagement strategy for the Lindfield Village Hub project following an independent project review. Having considered the strategy, Council resolved to continue negotiations. The initial stage of the negotiations has been undertaken, with a number of proposals received. A Confidential report was presented to Council in November 2021. The report updated Council on the ongoing procurement negotiations and outlined next steps. Request for Detailed Proposal (RFDP) is now expected to be issued to Proponents in early 2022.</p>		
Key Achievements		
<p>A revised market engagement strategy was endorsed by Council and initial stage completed successfully. Council then endorsed the staff proposal to proceed to Stage 2 of the revised procurement strategy, being a Request for Detailed Proposals (RFDP).</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
P4.1.3.1	Progress negotiations with prospective developers for the Lindfield Village Hub. Signoff Authority: <i>Group Lead - Major Projects</i>	 50%	A Confidential report was presented to Council in November 2021. The report updated Council on the ongoing procurement negotiations and outlined next steps. A request for Detailed Proposal (RFDP) is now expected to be issued to proponents in February 2022.

Term Achievement

Code	Description	Progress
P4.1.4	Secure a development partner for Turramurra Community Hub. Signoff Authority: <i>General Manager</i>	
Comments		
A Notice of Motion was considered at the Ordinary Meeting of 18 May 2021 where Council unanimously resolved to recommence planning for the project. Financial viability of the project and project delivery options are currently being re-assessed. An analysis of an alternative mater plan scenarios has been undertaken and is currently being considered.		


Operational Plan Tasks

Code	Description	Progress	Comments
P4.1.4.1	Examine planning options within feasibility parameters for the Turramurra Community Hub. Signoff Authority: <i>Group Lead - Major Projects</i>	 50%	An analysis of master plan scenarios is being considered for the Turramurra Community Hub project.


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. Signoff Authority: <i>Director Strategy & Environment</i>	
Comments		
Progressing as scheduled. Strategic planning and programs are underway to effectively protect and preserve Ku-ring-gai's heritage assets, including the review of the Development Control Plan (DCP), working with the Heritage Reference Committee, identification of new heritage items and working with Aboriginal Heritage Office and contractors.		

Operational Plan Tasks


Code	Description	Progress	Comments
P5.1.1.1	Implement, monitor and review Ku-ring-gai's heritage planning controls and Heritage Strategy consistent with the Local Strategic Planning Statement (LSPS). Signoff Authority: <i>Manager Urban Planning</i>	 50%	The monitoring and review of Ku-ring-gai's heritage planning controls has been undertaken in consultation with the Heritage Reference Committee. This included the refinement of heritage controls within the Development Control Plan, finalisation of planning proposals for the listing of 207 Eastern Road, Turramurra and 33 Young Street, Wahroonga. A planning proposal for the listing of the Killara Bowling and Tennis clubs was issued for a Gateway Determination on 23 December 2021 to proceed to public exhibition.

P5.1.1.2	<p>Protect and effectively manage Ku-ring-gai's Aboriginal heritage assets in conjunction with the Aboriginal Heritage Office.</p> <p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	 50%	<p>Council continued to implement Aboriginal heritage training to staff through the Aboriginal Heritage Office (AHO), with 27 staff trained between 1 July to 31 December 2021.</p> <p>Aboriginal sites continue to be considered within both development assessment, Council work and hazard reduction assessments, with support from the AHO. The AHO continues to monitor and update site information within the LGA, with the recent inspection of a dozen sites showing that most were in good condition. One rock art site in particular has been noted as being in excellent condition due to increased rainfall creating moisture in sections that are usually covered by mineral sediment. However, graffiti removal is an ongoing issue across the local government area, with one site currently receiving post vandalism restoration by AHO in consultation with Heritage NSW.</p>
P5.1.1.3	<p>Promote local heritage in consultation with key stakeholders.</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	 50%	<p>Strategies, plans and processes are in place to effectively protect and preserve Ku-ring-gai's heritage assets and have been implemented via Council's Heritage Strategy and in collaboration with Council's Heritage Reference Committee. The ongoing preparation and implementation of the Heritage Home Grants program is a central consultation and engagement tool for promoting heritage maintenance. Planning has commenced for Heritage week activities in April 2022.</p>
P5.1.1.4	<p>Heritage is protected and conserved through the assessment of development against all relevant heritage provisions contained within State legislation, Local Environmental Plans and Development Control Plans.</p> <p>Signoff Authority: <i>Manager Development Assessment Services</i></p>	 50%	<p>Heritage is protected and conserved through the assessment of development against all relevant provisions contained within State Legislation, the Local Environmental Plan and Development Control Plans (DCP). The heritage controls in DCP2021 have been updated and are being upheld in current assessments and Land and Environment Court Appeals.</p>
P5.1.1.5	<p>Cultural and heritage assets in open space areas are protected, preserved, restored and maintained.</p> <p>Signoff Authority: <i>Manager Technical Services</i></p>	 50%	<p>Tracking well with a grant recently approved to allow memorials to be maintained.</p>
P5.1.1.6	<p>Deliver Indigenous cultural programs and events at Ku-ring-gai Wildflower Garden and St Ives Showground.</p> <p>Signoff Authority: <i>Manager Visitor Experience & Events</i></p>	 50%	<p>Council staff met with the Gai Marigal contractor to discuss the annual program of Indigenous activities outside of NAIDOC week as well as the delivery of opportunities for Indigenous school excursions.</p>






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 & Environment</i>	
Comments		
Progressing as scheduled. Strategic recreational planning under Council's Local Strategic Planning Statement is being delivered along with a range of projects under the Open Space Capital Works Program for 2021/22.		


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%	Works are progressing generally as scheduled including the St Ives Skate Park facility. Minor delays have been experienced due to the COVID-19 pandemic.
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>	 46%	The landscape masterplan for Hassall Park, St Ives was adopted by Council at the Ordinary Meeting of Council held in November. Work commenced on the preparation of a draft landscape masterplan for The Glade, Wahroonga.
Key Achievements			
Council was awarded \$200,000 under the Everyone Can Play grants scheme (Department of Planning, Industry and Environment) for a new play space/ replace existing facilities at Hassall Park, St Ives.			
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%	Warrimoo Oval, St Ives and Orange Green, North Turramurra playground tenders confirmed at that the November Ordinary Meeting of Council. Construction works will commence shortly. Nar-rang Park, Gordon local playground package was handed to delivery team with works to be completed under the Minor Works Schedule of Rates.
Key Achievements			
Council was awarded funding under the Everyone Can Play grant scheme from the Department of Planning, Industry and Environment for playground upgrades at Dukes Green, East Lindfield (\$180,000) and Hassall Park, St Ives (\$200,000). This funding will contribute to the provision of accessible and inclusive recreation spaces for our community.			
P6.1.1.4	Construct parks which incorporate accessible and inclusive passive recreation facilities. <i>Signoff Authority: Manager Technical Services</i>	 50%	Tenders were awarded for playground works at Warrimoo Oval, St Ives and Orange Green, North Turramurra with construction to commence shortly. Construction at Nar-rang Park, Gordon will utilise contractors engaged under Council's Minor Works Schedule of Rates.
P6.1.1.5	Implement improvements to carparking at Wahroonga Park and St Ives Showgrounds. <i>Signoff Authority: Manager Technical Services</i>	 50%	Designs for carparking improvements at Wahroonga Park and St Ives Showgrounds are underway.



P6.1.1.6	Implement an amenities improvement program to recreational and sporting fields that are compliant with the relevant code. Signoff Authority: <i>Manager Technical Services</i>	 50%	Tracking well with two new facilities currently in construction within the factory with delivery and installation in the current financial year.
P6.1.1.7	Progressively review Plans of Management for Community land. Signoff Authority: <i>Manager Urban Planning</i>	 50%	During the reporting period the St Ives Showground & Precinct Lands Plan of Management (PoM) was finalised. A revised draft Generic Sportsground PoM was prepared with preliminary comments received from Crown Lands. This will be reported to Council in February 2022. A draft Generic Parks PoM has also been prepared and will be reported to Council in March 2022.
Key Achievements			
Adoption of the St Ives Showground & Precinct Lands Plan of Management in November 2021.			
P6.1.1.8	Maintain existing recreation and sporting facilities in accordance with the Asset Management Strategy and maintenance plans. Signoff Authority: <i>Manager Infrastructure Services</i>	 50%	All existing recreation assets are being maintained in accordance with Council's maintenance plans. All sites including playgrounds, ovals and parks are visited every two weeks to ensure they are fit for purpose.
P6.1.1.9	Complete design documentation and award contract for Stage 2 of the Warrimoo Downhill Mountain Bike Trail at St Ives Chase. Signoff Authority: <i>Manager Environment & Sustainability</i>	 25%	Work has not progressed on this task during the reporting period. Reason Progress of this task has been impacted due to a staff vacancy. Remedial Action Work will progress on this project when Council's newly recruited Natural Areas Program Leader commences in February 2022.
P6.1.1.10	Implement priority actions from the Recreation in Natural Areas Strategy. Signoff Authority: <i>Manager Environment & Sustainability</i>	 50%	Actions from the Recreation in Natural Areas Strategy continued to be implemented and the Strategy continues to guide management of recreation in natural areas across the local government area. The Sustainable Recreation Advisory Group will recommence for a period of six months with the next meeting to be held in March.
Key Achievements			
Council received a grant from the Crown Reserve Improvement Fund of \$27,000 to go towards the Jubes Mountain Bike Park revitalisation.			
P6.1.1.11	Commence detailed design and tender documentation, while the Development Application (DA) is under assessment, for a sports facility at St Ives High School. Signoff Authority: <i>Director Strategy & Environment</i>	 50%	Negotiation of the consultant's fee for the Detailed Design and Tender documentation is now complete. Design development is scheduled to begin in February 2022.
Key Achievements			
The Consultancy Agreement for Detailed Design and Tender Documentation is complete.			

P6.1.1.12	Progress preparation of a Green Grid Strategy for Ku-ring-gai to align with the Local Strategic Planning Statement (LSPS). Signoff Authority: <i>Manager Urban Planning</i>	 46%	The Stage 1 report for the Green Grid Strategy has been prepared, and the Stage 2 report is underway. A progress report will be presented to Council at the Ordinary Meeting held in June 2022.
P6.1.1.13	Continue to work closely with sporting organisations and clubs, user groups and residents to develop and manage Council's sporting assets. Signoff Authority: <i>Manager Urban Planning</i>	 50%	Council's new Strategic Recreation Planner commenced work in September 2021 and in that time has made contact with a number of sporting organisations, clubs and user groups regarding strategic recreation planning matters.
P6.1.1.14	Commence preparation of relevant policies and strategies to guide the delivery of sport and recreation facilities. Signoff Authority: <i>Manager Urban Planning</i>	 50%	Council's new Strategic Recreation Planner commenced work in September 2021 and in that time has commenced collecting the relevant data and background studies to guide future strategies and policies, including a Recreation Needs Study.
P6.1.1.15	Finalise Recreation Needs Study for Ku-ring-gai. Signoff Authority: <i>Manager Urban Planning</i>	 40%	Council's new Strategic Recreation Planner commenced work in September 2021 and in that time has started collecting the relevant data and background studies to guide preparation of the Recreation Needs Study. A project scope of work and Request for Quotation (RFQ) was prepared for a Recreation Needs Study and the RFQ will be issued to short-listed consultants in early February 2022. Reason Commencement of the project was slightly delayed however it is now proceeding. Remedial Action Minor delays have impacted the progress of this task however the preparation of the Recreation Needs Study is underway.
P6.1.1.16	Implement the Ku-ring-gai Play Space Strategy and monitor and review the program as required. Signoff Authority: <i>Manager Urban Planning</i>	 46%	During the period the following was undertaken: * Nature Play – workshops held with internal stakeholders to further develop the Nature Play Strategy for Council. A nature play survey is currently active on Council's engagement hub which will run until the end of February to seek feedback on the inclusion of nature play within play spaces throughout the local government area. * Play space implementation – Council's Operations Design Team progressed with the delivery of play spaces as outlined in 2021 and 2022 design briefs.
Key Achievements			
Council received the following grant funding from the Department of Planning, Industry and Environment under the Everyone Can Play grants scheme: Hassall Park, St Ives – new play space to replace existing \$200,000 Dukes Green, East Linfield – new play space to replace existing \$180,000.			

Term Achievement

Code	Description	Progress
P6.1.2	Partnerships are established with community groups and organisations to optimise the availability and use of sporting, recreation and leisure facilities. Signoff Authority: Director Strategy & Environment	
Comments		
Progressing as scheduled. During the reporting period, there was ongoing communication with clubs, organisations and community groups with various grant funding applications made.		


Operational Plan Tasks

Code	Description	Progress	Comments
P6.1.2.1	Engage with community partners to improve sporting, leisure and recreational facilities through partnerships, grant funding and other external funding opportunities. Signoff Authority: Manager Urban Planning	 50%	This task is progressing well. Staff are communicating to clubs and organisations that Council is changing its approach to grant applications. In the past clubs and organisations lead the process by identifying grants and then approaching Council for endorsement. This resulted in a haphazard process not driven strategically by Council. Moving forward Council staff will identify where grants are required, ensuring they are linked to adopted master plans or policy. Current grant applications in process or complete are: * Everyone Can Play Grant - Council Awarded grant for Hassall Park playground upgrade * Multi Sport Community Facility Fund, DPIE - grant application to fund works as per Council adopted master plan * Play, Splash, Roam Grant - Places to Play category, DPIE - grant application to fund playground upgrade consistent with Council's adopted master plan for Roseville Park.
Key Achievements			
Council awarded \$200,000 under the Everyone Can Play grant scheme (Department of Planning, Industry and Environment) to upgrade Hassall Park playground consistent with Council's recently adopted master plan.			
P6.1.2.2	Facilitate a regular sporting forum and ongoing communication with sporting users. Signoff Authority: Manager Infrastructure Services	 50%	It is envisaged that Council will hold a sporting forum once the current pandemic restrictions are eased. With lockdown and restrictions in place this is still in the planning phase.



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. Signoff Authority: Director Operations	
Comments		
Progressing as scheduled. The upgrading and maintenance of assets is continuing. The Glade and the Comenarra facilities are in construction in the factories for delivery over the next reporting period.		



Operational Plan Tasks



Code	Description	Progress	Comments
P7.1.1.1	Implement a prioritised program of improvements to community meeting rooms, halls, buildings and facilities. Signoff Authority: <i>Manager Technical Services</i>	 50%	Fire compliance and halls maintenance continued to be progressed. New electronic locking systems are being rolled out.
P7.1.1.2	Integrate sustainability and climate resilience measures, incorporating minimum performance standards, into the building upgrade and renewal program. Signoff Authority: <i>Manager Environment & Sustainability</i>	 50%	Key outcomes in the first half of financial year include the collation of asset register data for Council rooftop solar, lighting, electric vehicle chargers, and building management systems (BMS). Progress continued on the following projects with minor delays due to resourcing: * Implementation of building management systems at the depot, Bridge Street, St Ives Library, and Turramurra Library * Scoping of the next stage of rooftop solar for Council building * Upgrading of controls for the gym air-conditioning system at the Ku-ring-gai fitness and aquatic centre.

Term Achievement

Code	Description	Progress
P7.1.2	Usage of existing community buildings and facilities is optimised. Signoff Authority: <i>Director Strategy & Environment</i>	
Comments		
Progressing as scheduled. Significant progress was made with formalising new licence agreements and licence renewals with not-for-profit community and sporting groups. Recreation services and activities continued to be popular along with successful events at the St Ives Showground and Wildflower Garden.		

Operational Plan Tasks


Code	Description	Progress	Comments
P7.1.2.1	Maximise the use and efficiency of the existing community portfolio to facilitate greater public access, including multi-use, in line with Council's Management of Community and Recreation Facilities Policy. Signoff Authority: <i>Manager Property</i>	 50%	Significant progress has been made with formalising new licence agreements and licence renewals with not-for-profit community and sporting groups. This will ensure that we have a consistent set of terms and conditions across the board as well as ensuring Council and Council-managed buildings are optimised through multi-use.
P7.1.2.2	Continue to develop and promote the Ku-ring-gai Wildflower Garden and St Ives Showground diverse facilities to host community and commercial usage. Signoff Authority: <i>Manager Visitor Experience & Events</i>	 50%	The Drive in Cinema returned to St Ives Showground after the COVID-19 lockdown for a four week period. The Wildflower Garden hosted a Halloween activation which saw a visitation of over 100 people. Santa in the Garden and Santa Paws were held over six weekends in November/ December with majority of sessions selling out. Council staff secured a weekly organic market to be held at the St Ives Showground events area from the second quarter of 2022. The COVID-19 Drive in Testing Clinic provided further revenue for Council during this period including December/ January with a community surge in testing.

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. Signoff Authority: <i>Manager Technical Services</i>	 50%	Increased golf usage continued during the period with memberships remaining at a very high level.
P7.1.2.4	Council's recreation services meet customer needs. Signoff Authority: <i>Manager Technical Services</i>	 50%	Council continued to meet the needs of the community for recreation services.



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. Signoff Authority: <i>Director Operations</i>	
Comments		
Progressing as scheduled. Asset planning has continued with building assets now loaded into Council's TechnologyOne system. Council has also continued to progress the review of the contributions plans.		





Operational Plan Tasks

Code	Description	Progress	Comments
P8.1.1.1	Continue to progress the review of the Contributions Plan to align with the Local Strategic Planning Statement (LSPS). Signoff Authority: <i>Manager Urban Planning</i>	 50%	NSW reform processes continued to change the landscape for the review of contributions plans. During the period, the NSW Government exhibited a comprehensive package of reforms alongside two IPART investigations to review the Essential Works List and to derive benchmark cost estimates with submissions due 10 December 2021. The outcome of the reforms is not yet known. Council is continuing to progress the reviews of the two core contributions plans in parallel with other strategic planning processes and monitoring and responding to the reform process being undertaken by the NSW Government.
Key Achievements			
A comprehensive submissions on the IPART and DPIE exhibitions were prepared by staff with input from Strategy & Environment, Operations and Finance and submitted Friday 10 December 2021 in defence of Ku-ring-gai's capacity to continue to deliver local infrastructure.			
P8.1.1.2	Asset Management Plans are revised to align with the Resourcing Strategy. Signoff Authority: <i>Manager Technical Services</i>	 50%	The review of asset management plans for the 2021/22 financial year is underway. A review of service levels has commenced.

Term Achievement

Code	Description	Progress
P8.1.2	<p>Programs for infrastructure and asset maintenance management are delivered in accordance with adopted Asset Management Strategy and Plans.</p> <p>Signoff Authority: Director Operations</p>	
Comments		
Progressing as scheduled. Asset maintenance management has progressed in line with asset management plans and budget allocations and Council continued to deliver successful capital works programs.		

Operational Plan Tasks

Code	Description	Progress	Comments
P8.1.2.1	<p>Implement Asset Management Plans to document maintenance, renewal and upgrade requirements in line with Service Level Agreements.</p> <p>Signoff Authority: Manager Technical Services</p>	 50%	Implementation of asset management plans for maintenance, renewal and upgrades is underway in line with capital works programs and expenditures.
P8.1.2.2	<p>Prepare draft capital works and renewal programs for Council's footpaths, roads, drains, bridges and carparks for inclusion in the Delivery Program.</p> <p>Signoff Authority: Manager Technical Services</p>	 50%	The preparation of the draft capital works programs for Council's footpaths, roads, drains, bridges and carparks was prepared and submitted for approval.
P8.1.2.3	<p>Deliver Road, Footpath and Carparks Capital Works Programs on time and within budget.</p> <p>Signoff Authority: Manager Technical Services</p>	 50%	Roads, footpath and car park capital works programs commenced and on track for completion this financial year and within budget despite COVID-19 delays.
P8.1.2.4	<p>Deliver Drainage Capital Works Programs on time and within budget.</p> <p>Signoff Authority: Manager Technical Services</p>	 50%	Council's drainage capital works program commenced and on track for completion this financial year and within budget despite COVID-19 delays.

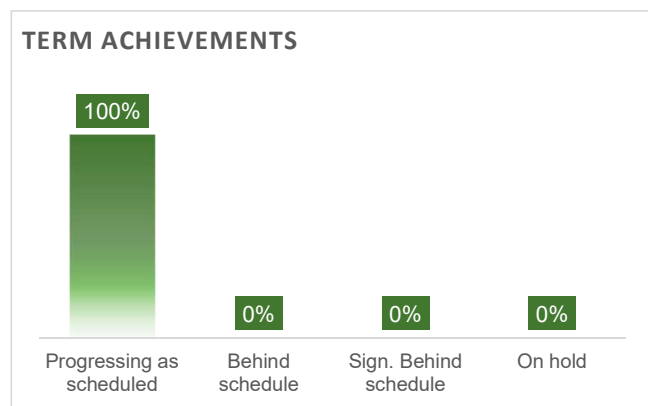


THEME 4

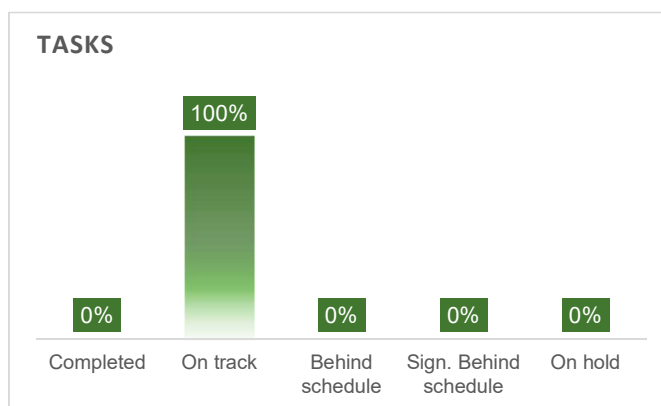
ACCESS, TRAFFIC AND TRANSPORT

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

Performance summary



(rounding applied)



Key achievements

- Council received funding of over \$2 million from Transport for NSW for upgrading pedestrian facilities in school zones areas during 2021/22.
- Council received 100% funding (\$207,600) from Transport for NSW under its Black Spot Program for construction of a roundabout at the intersection of Collins Road and Toolang Road, St Ives.
- Council also received 100% funding from Transport for NSW under the Black Spot Program to design and construct a protected right turn bay and upgrade the road surface to a non-skid surface at the intersection of Burns Road and Ellalong Road, North Turramurra.
- Biketober was held in October 2021 where individuals and workplaces competed nationally to earn the most points by riding and encouraging others to do the same.

Challenges


- Several events including Ride2Work Day and an event to promote e-bikes as an alternative form of transport were postponed due to COVID-19 restrictions.

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	<p>Connections are provided to public transport that are accessible to all age groups and match the travel needs of the community.</p> <p>Signoff Authority: Director Strategy & Environment</p>	
Comments		
Progressing as scheduled. Council continued to provide transport options to the community, incorporate the Pedestrian Access and Mobility Plan (PAMP) recommendations into the Public Domain Plan and upgrade bus stops across the Ku-ring-gai local government area.		


Operational Plan Tasks

Code	Description	Progress	Comments
T1.1.1.1	<p>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.</p> <p>Signoff Authority: Manager Urban Planning</p>	 50%	Transport for NSW (TfNSW) advised that with the COVID-19 pandemic delaying the State budget in 2020, delivery of projects in 2021/2022 is not practically feasible, and therefore there is no funding in the 2021/2022 Active Transport Program (Walking and Cycling). Without funding assistance, it is not possible to deliver meaningful facilities only with Council's modest budget for cycling infrastructure, therefore no cycling projects are expected to be completed in 2021/2022. In late 2021, TfNSW opened submissions to the 2022/2023 Active Transport Program, and staff commenced preparing funding submissions for planning/design, as well as for the construction of cycleways (where funding permits).
T1.1.1.2	<p>Incorporate the Pedestrian Access and Mobility Plan (PAMP) recommendations into the Public Domain Plan.</p> <p>Signoff Authority: Manager Urban Planning</p>	 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 as set out in the Public Domain Plan.</p> <p>Preliminary concept design elements of a draft Public Domain Plan for St Ives (which incorporates improved footpaths, pedestrian crossing facilities and cycling facilities) are being developed. As with the Turramurra, Gordon and Lindfield local centres, the draft PAMP will be used to provide guidance on the development of the plan to ensure that the Infrastructure Provision Goals identified in the draft PAMP for St Ives are addressed.</p>
T1.1.1.3	<p>Progressively upgrade bus stops in accordance with the Disability Discrimination Act requirements and 5 year program (to allocated budget).</p> <p>Signoff Authority: Manager Technical Services</p>	 50%	The bus stop upgrade program commenced and is on track for completion this financial year, within budget and in accordance with the Disability Discrimination Act. A program has been issued for construction with commencement due in new calendar year.

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. Signoff Authority: Director Strategy & Environment	
Comments		
Progressing as scheduled. Council continued to implement the Integrated Transport Strategy and work with state agencies and transport providers to ensure the Green Travel Plan for Lindfield learning Village is effective and implemented.		

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. Signoff Authority: Manager Urban Planning	 50%	<p>During the period, the following recommendations from the current Ku-ring-gai Integrated Transport Strategy were implemented or were in the planning/design phase:</p> <p>Action B3 - Implement measures to increase the level of student travel to school by non-car modes: Council continued to work with the Department of Education, TfNSW and Lindfield Learning Village to implement their Green Travel Plan. The school is planned to have a total enrolment of up to 2,000 students by 2022, and buses and other non-car modes play a key role in moving students to and from the school. The school has a dedicated Travel Coordinator who meets regularly with Department of Education, TfNSW and Council representatives to implement and monitor the actions in the Green Travel Plan. TfNSW is in receipt of expected enrolment numbers for the start of the 2022 school year and is in the process of planning bus services to cater for the additional students.</p> <p>Action D10 - Provide accessible access to all rail stations and bus stops: Council is working with TfNSW to upgrade rail stations with lift access to platforms and adjoining streets (where required). As of the period to December 2021, all rail stations in Ku-ring-gai either have had access upgrades completed, or in the process of being upgraded.</p> <p>Action E3 - implement road network improvements from the Ku-ring-gai Contributions Plan 2010: * Progress was made on the Gordon Local Centre transport works during the period which included: * The draft Public Domain Plan for the Gordon, Lindfield and Turrumurra local centres were placed on exhibition during the second quarter of 2021, which incorporates provision of key traffic and transport measures identified in the Contributions Plan, as well as improved footpaths, pedestrian crossing facilities and cycling facilities. This was considered for adoption by Council in June 2021 but was deferred for site inspections. Due to COVID-19 restrictions, site inspections have been delayed but it is now planned to hold the site inspections in early 2022. * As part of the stage agency consultation for the Lindfield Village Hub Planning Proposal, during the period Council received in-principle concurrence from TfNSW for various intersection upgrades and</p>


			<p>modifications in Lindfield that were previously identified in the Contributions Plan.</p> <p>* For the proposed traffic signals at the intersection of Lindfield Avenue and Tryon Road, a draft traffic signal model and traffic signal design was prepared. The draft traffic signal design was presented to TfNSW for initial feedback and comments.</p> <p>Action E2 - upgrade capacity at critical intersections and pinch points: During the period, upgrade work continued by TfNSW on the Pacific Highway at the intersection with Redleaf Avenue and Fox Valley Road.</p> <p>Action E5 - Implement road safety measures on local and regional roads: Through Black Spot and other funding programs, Council continued to seek funding to and implement roads safety upgrades in local and regional roads</p>
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Term Achievement


Code	Description	Progress
T1.1.3	<p>Advocate to relevant government agencies and private companies for integrated public transport facilities and service improvements that meet community needs.</p> <p>Signoff Authority: Director Strategy & Environment</p>	
Comments		
<p>Progressing as scheduled. During the reporting period, commuter parking was provided as part of the Lindfield Village Green project and a series of railway station access upgrades were assessed and constructed by TfNSW. The implementation of Council's Integrated Transport Strategy and Local Strategic Planning Statement for future improvements to transport network also continued.</p>		

Operational Plan Tasks


Code	Description	Progress	Comments
T1.1.3.1	<p>Liaise with Transport for NSW (TfNSW) for the provision of additional commuter car parking at priority rail stations, including Turramurra and other centres.</p> <p>Signoff Authority: Manager Urban Planning</p>	 50%	<p>The construction of 105 dedicated commuter parking spaces (funded by TfNSW) as part of the Lindfield Village Green (LVG) project is due to be completed in early 2022. The commuter parking will be managed by the Opal 'Park&Ride' scheme, where users that park in the car park and incorporate a public transport trip as part of their journey will be able to park for free.</p> <p>Also, as part of the state agency consultation for the Lindfield Village Hub Planning Proposal, TfNSW confirmed that it will deliver on the NSW Government's commitment to provide 240 commuter car parking spaces in Lindfield. The Lindfield Village Hub Planning Proposal has the capacity to accommodate 135 commuter parking spaces which would fulfil the target of 240 commuter parking spaces in Lindfield.</p> <p>Staff continued to pursue opportunities with TfNSW to provide dedicated commuter parking at Turramurra and other railway stations in the local government area.</p>
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>Signoff Authority:</p>	 50%	<p>During the period, there was no engagement with TfNSW on the Mona Vale-Macquarie Park route, and Chatswood - Dee Why/ Northern Beaches rapid bus lines. With the Chatswood - Dee Why/Northern Beaches rapid bus line, there is some interaction with the proposed Beaches Link road project. The current status of the Beaches Link project is that the Department of Planning, Industry and Environment (DPIE) is awaiting more information from the proponent. Once DPIE makes the assessment</p>

	<i>Manager Urban Planning</i>		available, this will be an opportunity to assess what potential benefits are being conferred to surface roads, which could benefit the Chatswood - Dee Why/Northern Beaches rapid bus route.
T1.1.3.3	<p>Collaborate with Transport for NSW (TfNSW) to co-ordinate and implement connections and upgrades to railway stations.</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	 50%	<p>Upgrade works to stations during the reporting period are listed below.</p> <p>Wahroonga:</p> <ul style="list-style-type: none"> * Construction of the lift shaft, new footbridge and lift canopy * Refurbishment of the station toilets * Underground service investigation, relocation of services and utilities * Vegetation clearing within the rail corridor * Construction of the new pedestrian ramp in the footpath area on Railway Avenue/Redleaf Avenue * Installation of temporary structures including hoardings and completion of precast concrete barriers * Upgrading electrical network * Boarding Assistance Zone canopy installation work * Approval obtained from the Ku-ring-gai Traffic Committee (under delegated authority) for the changes to on-street parking in Railway Avenue (including an accessible parking space) and other linemarking changes in Redleaf Avenue/Illoura Avenue required as a result of the upgrade works. <p>Roseville: The project was completed.</p> <p>Pymble:</p> <ul style="list-style-type: none"> * Works commenced, which included site preparation/ hoardings, utility investigation work and preparation/ excavation for piling work. Works for new lift shafts also commenced * Staff made a submission in response to the issue of detailed design drawing packages (including architectural, landscape, civil etc). <p>Killara:</p> <ul style="list-style-type: none"> * Staff made a submission in response to the exhibition of the Review of Environmental Factors (REF) and supporting documents * Staff made a submission in response to the issue of detailed design drawing packages (including architectural, landscape, civil etc) * Site investigations commenced in late September 2021 * The project was determined by TfNSW in October 2021 * Modifications to the design of the main canopy were made by TfNSW * Early works commenced in December 2021.

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 & Environment</i>	
Comments		
Progressing as scheduled. Council's annual Ride2Work Day event was unable to proceed due to COVID-19 restrictions however a Biketober event took place in October. Council staff also planned for a local event in December to promote e-bikes as an alternative form of transport, however this was postponed to February 2022 due to COVID-19 restrictions.		


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, is held nationally in October. The second wave of the COVID-19 pandemic and re-introduced movement restrictions/ restrictions on outdoor gatherings/events have resulted in this event not being able to be held. Similar to last year, the Biketober event is being promoted where individuals and workplaces compete nationally to earn the most points by riding and encouraging others to do the same. Participants can ride anywhere, anytime during October to compete. In partnership with the sustainability team, planning commenced for an event in December 2021 in Cameron Park Turrumurra, to showcase the potential of e-bikes, in collaboration with a local bike shop/suppliers to host some e-bikes for participants to be able to test-ride. The pop-up separated cycleway in Gilroy Road (adjacent to Cameron Park) was earmarked as the facility to test an e-bike, to help increase awareness of cycling as a zero-emissions mode of travel and to highlight the availability of electrically assisted bicycles to overcome some potential or perceived barriers to cycling (hills, sweat, long distances etc). Unfortunately, due to the COVID-19 pandemic, rising positive case numbers and restrictions on outdoor gatherings/events, it was necessary to postpone this event to February 2022.


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>	
Comments		
<p>Progressing as scheduled. One of the projects identified in the 10 year Traffic and Transport Plan was the construction of a protected right turn bay and upgrade of road surface to non-skid surface at the intersection of Burns Road and Ellalong Road, North Turrumurra. Council received 100% funding from TfNSW under the Black Spot Program to design and construct over a two year period. A total of \$548,000 was offered to Council for this project to be completed before June 2022. During this period, Council engaged a consultant who developed a draft concept plan that was approved in principle by TfNSW. Public consultation was undertaken twice to accommodate residents' concerns and a Traffic Management Plan was prepared, referred to TfNSW and received approval. A report recommending the modification at the intersection of Burns Road and Ellalong Road will be referred to the Ku-ring-gai Traffic Committee for its recommendation to Council for approval. A detailed design is currently being prepared by the consultant. It is expected the construction will commence in the last quarter of 2021/22 and the project will be completed before June 2022.</p> <p>Council also received 100% funding (\$207,600) from TfNSW under its Black Spot Program for FY21/22 for constructing a roundabout at the intersection of Collins Road and Toolang Road, St Ives. A detailed design was completed in-house and the construction is expected to commence in the beginning of April 2022.</p> <p>TfNSW offered 100% funding to Council under its Federal Government Stimulus Program for upgrading School Zone infrastructure in the local government area. Approximately \$2M of funding was offered over a two year period (FY20/21 & FY21/22) to complete these projects. During the first half of FY21/22, Council managed to complete three projects at the cost of \$440,000 despite challenges experienced due to COVID-19 pandemic. TfNSW gave Council an extension for completing the remaining seven projects (total cost of \$1,215K) by end of October 2022.</p> <p>The COVID-19 pandemic impacted TfNSW's ability to monitor the effects of NorthConnex on Ku-ring-gai roads. When monitoring commences, Council will work with TfNSW and assess impacts on Council's key/selected roads, especially on the increased use of trucks along Pacific Highway and Lady Game Drive.</p> <p>Some discussions have been held with a parking management provider during the period, and with the Lindfield Village Green expected to open in early 2022, it is expected that a parking management system will be installed and operational in time for the opening of the Lindfield Village Green or soon after.</p>		
Key Achievements		
Council received over \$2M funding from TfNSW for upgrading pedestrian facilities in school zones areas during FY21/22.		

Operational Plan Tasks


Code	Description	Progress	Comments
T2.1.1.1	Continue to prepare an implementation plan for paid parking addressing location, financial and timing aspects of implementation. <i>Signoff Authority: Manager Urban Planning</i>	 50%	Various parking management technologies have been considered for implementation in the Lindfield Village Green, each with varying ongoing costs and overheads (both in terms of back-end support and staff resources). A management system with ongoing costs, staff resourcing required to suit the scale of this car park (and potentially other large project car parks) has been selected and will be implemented around the time of the opening of the Lindfield Village Green (or shortly thereafter). The selected system is effectively a pay and display system, but also offers a smartphone app for enhanced customer convenience that integrates with the NSW Government's Park N Pay providing real time parking availability in all Park & Ride carparks. It also allows users to top up existing parking remotely and get notifications when a parking session is about to expire.

T2.1.1.2	<p>Implement the 10 year Traffic and Transport Program.</p> <p>Signoff Authority: <i>Manager Traffic & Transport</i></p>	 <p>50%</p>	<p>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 is a project listed in the 10 Year Traffic and Transport Plan. Funding in 2020/2021 was for the design and documentation. During the period, a draft concept plan was prepared. Public consultation was undertaken as part of the preparation of a Traffic Management Plan for modification to the intersection of Burns Road and Bedford Avenue to be left in/left out. Construction is expected to take place in the second half of calendar year 2022.</p> <p>Successful submitted nominations to the 2021/22 Black Spot program that are listed in the 10 Year Traffic and Transport Plan included the installation of pedestrian facilities at the signalised intersection of Werona Avenue and Stanhope Road, Killara. Following this, TfNSW notified that Council can accept the approved \$70,000 funding for the Werona Avenue/Stanhope Road project in the current financial year, and Council will have only this funding to deliver the project. The funding will be provided to support delivery only, or Council may withdraw from the current blackspot funding, and TfNSW would support a submission for the next round of blackspot funding for the full amount of the delivery cost. The decision was taken to forego the funding this financial year and to re-submit the nomination to the 2022/2023 program.</p> <p>A funding application for improvements to the intersection of Archbold Road and Carnarvon Road was also successful in the 2021/22 Black Spot program. However, following several rounds of community consultation of various options, the majority of the responses from the surrounding community did not support any proposed changes at the intersection. As a result, the decision was made to also forego the funding for this project.</p> <p>Submitted nominations to the 2022/2023 Black Spot program that are listed in the 10 Year Traffic and Transport Plan included:</p> <ul style="list-style-type: none"> * Lady Game Drive West Pymble - road crossfall correction and resurfacing between bridge and curve 150m west of Blackbutt Creek. <p>The following sites in the 10 Year Traffic and Transport Plan were assessed for eligibility in the 2022/2023 Black Spot program, but did not meet the program's criteria:</p> <ul style="list-style-type: none"> * Intersection of Archbold Road and Tryon Road (widen Eastern Arterial Road/Archbold Road to provide dedicated right turn bays, and provide right turn bays on Tryon Road approaches) * Intersection of Junction Road and Grosvenor Road (replace roundabout with new traffic signals).
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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	A strategic access, traffic and transport plan is being implemented for the Northern Sydney Region. Signoff Authority: Director Strategy & Environment	
Comments		
Progressing as scheduled. Council continued to collaborate with key agencies and the Northern Sydney Regional Organisation of Councils (NSROC) on transport planning and the delivery of local transport programs which has improved transport outcomes for Ku-ring-gai.		

Operational Plan Tasks

Code	Description	Progress	Comments
T3.1.1.1	Monitor and report traffic impacts on the arterial and regional road network in Ku-ring-gai after commencement of operation of NorthConnex Link. Signoff Authority: Manager Traffic & Transport	 50%	Transport for NSW (TfNSW) has indicated a likely delay to the 1-year monitoring/review of the surrounding road network post-opening of the NorthConnex which is required as a condition of consent of the project approval. This was planned to take place in November 2021 but due to the COVID-19 pandemic and movement restrictions in the health orders and their impacts to travel patterns, TfNSW indicated a decision was likely be made on whether to postpone the monitoring around the end of September, although during the period no formal notice was received from TfNSW as to when the 1-year monitoring/review of the surrounding road network post-opening of NorthConnex is scheduled to be carried out.
T3.1.1.2	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. Signoff Authority: Manager Urban Planning	 50%	During the period, 2 meetings of the NSROC Northern Sydney Transport Leadership Group were held. Matters discussed during the meetings relevant to Ku-ring-gai included: * NorthConnex - in particular, the completion (or plan) for the above ground development works for revitalising space where the NorthConnex connects with the motorways. TfNSW to provide an update on the Road Network Performance Review of the NorthConnex especially regarding the over ground development for place making opportunities. Hornsby and TfNSW agreed to pursue opportunities for place making (on Pennant Hills Road), identifying what should be done to realise the traffic flow reduction benefits flowing from NorthConnex. * The Principal Bicycle Network - NSROC to finalise the Northern Sydney Active Transport priorities after input by all members and after endorsement by GMAC to provide them to TfNSW with a view to developing an agreed plan for progressing the identified projects. * Electric vehicle charging - a DPIE representative provided an update on the Department's electric vehicle policy covering public charging stations, charging facilities in private dwellings and in multi-unit dwellings. DPIE is launching a suite of initiatives (following the September 2021 announcement), including a \$131 million for ultrafast charging infrastructure with the aim of having a state-wide EV charging network. In addition, DPIE is working on a


			<p>statutory framework, such as the infrastructure SEPP, so that regulatory settings are not an impediment to investment in EV charging infrastructure.</p> <p>* TfNSW delivered presentations on pilot projects being progressed using modern technologies incorporating sensors, image analysis and artificial intelligence technologies in areas such as parking management and traffic lights management. Some of these are being conducted in partnership with local councils.</p>
T3.1.1.3	<p>Plan for works in response to development in local centres.</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	<p> 50%</p>	<p>Works in the Ku-ring-gai Contributions Plan 2010 (in response to developments in local centres) have been included in the Long Term Financial Plan, along with indicative timings. These works are typically development or Council project driven, and will depend on development occurring in the local centres.</p> <p>Progress on Gordon Local Centre transport works during the period included:</p> <p>* The draft Public Domain Plan for the Gordon local centre was placed on exhibition during the second quarter of 2021, which incorporates provision of key traffic and transport measures identified in the Contributions Plan, as well as improved footpaths, pedestrian crossing facilities and cycling facilities. This was considered for adoption by Council in June 2021 but was deferred for site inspections. Due to the COVID-19 pandemic, site inspections have been delayed but it is now planned to hold the site inspections in early 2022.</p> <p>* The reconstruction of Wade Lane (new/widened footpaths and integration with the station area) continued during the period, with the St Johns Avenue Streetscape project works now expected to commence in early 2022.</p> <p>Progress on Lindfield Local Centre transport works during the period included:</p> <p>* The draft Public Domain Plan for the Lindfield local centre (which incorporates provision of key traffic and transport measures identified in the Contributions Plan, as well as improved footpaths, pedestrian crossing facilities and cycling facilities) was considered for adoption by Council in June 2021 but was deferred for site inspections. Due to the COVID-19 pandemic, site inspections have been delayed but it is now planned to hold the site inspections in early 2022.</p> <p>* As part of the stage agency consultation for the Lindfield Village Hub Planning Proposal, during the period Council received in-principle concurrence from TfNSW for various intersection upgrades and modifications that were previously identified in the Contributions Plan. This gives confidence that planning for the road upgrades and the Lindfield Village Hub can progress.</p> <p>* For the proposed traffic signals at the intersection of Lindfield Avenue and Tryon Road, a draft traffic signal model and traffic signal design was prepared. The draft traffic signal design was presented to TfNSW for initial feedback and comments.</p> <p>Progress on Turramurra Local Centre transport works during the period included:</p> <p>* The draft Public Domain Plan for the Turramurra local centre (which incorporates provision of key traffic and transport measures identified in the</p>

			<p>Contributions Plan, as well as improved footpaths, pedestrian crossing facilities and cycling facilities) was considered for adoption by Council in June 2021 but was deferred for site inspections. Due to the COVID-19 pandemic, site inspections have been delayed but it is now planned to hold the site inspections in early 2022.</p> <p>* Regarding the proposed upgrade of the bus interchange, due to an internal restructure, TfNSW has not been able to provide an update on the possibility of collaborating with Council to upgrade the interchange. An update is expected in early 2022.</p> <p>Progress on St Ives Local Centre transport works during the period included:</p> <p>* Consultation was undertaken with TfNSW to confirm the previously agreed road upgrades in St Ives that appear in the Ku-ring-gai Contributions Plan 2010. A response from TfNSW is expected in early 2022</p> <p>* Preliminary concept design of elements of a draft Public Domain Plan for St Ives (which incorporates provision of key traffic and transport measures identified in the Contributions Plan), as well as improved footpaths, pedestrian crossing facilities and cycling facilities was progressed.</p> <p>* The proposed One-Way traffic flow in Porters Lane was implemented by Operations using temporary materials. Concept designs have been prepared by the Urban Design team for the permanent streetscape upgrade, which is compatible with the temporary arrangements.</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>Signoff Authority: Director Strategy & Environment</p>	
Comments		
Progressing as scheduled. Council continued to seek funding opportunities for improvements to regional roads and blackspot locations. Council was successful in receiving funding under the Australian Government Blackspot Program for various projects.		

Operational Plan Tasks

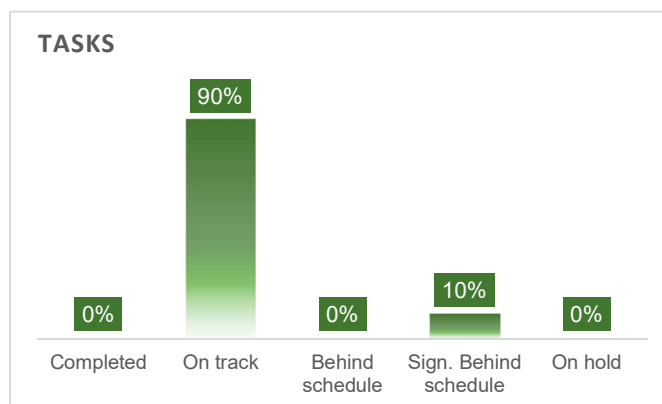
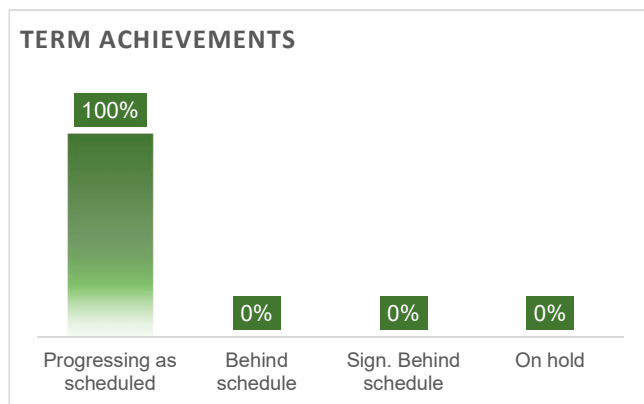
Code	Description	Progress	Comments
T3.1.2.1	<p>Pursue funding opportunities with Transport for NSW (TfNSW) for improvement works on regional roads and at blackspot locations.</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	 50%	<p>Early in the period, the successful nominations to the 2021/2022 Australian Government Black Spot and NSW Safer Roads Program were announced, and Council was successful in attracting funding for the following projects:</p> <ul style="list-style-type: none"> * Intersection at Werona Avenue and Stanhope Road, Killara - install missing pedestrian crossing facilities at existing traffic signals (planning and design only) - \$70,000. * Intersection at 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) - \$28,000 * Intersection at Collins Road and Toolang Road, St Ives - construct single lane roundabout - \$207,629 <p>Following the announcement, TfNSW advised that Council can accept the approved \$70,000 funding for the Werona Avenue/ Stanhope Road project in the current financial year, and Council will have only this funding to deliver the project. The funding will be provided to support delivery only, or Council may withdraw from the current blackspot funding, and TfNSW would support a submission for the next round of funding for the full amount of the delivery cost. The decision was taken to forego the funding this financial year and to re-submit the nomination to the 2022/2023 program (see below).</p> <p>Also, in relation to the project at Archbold Road/ Carnarvon Road, during the period Operations undertook community consultation for the proposed right turn bans which form part of the proposal. The results of the consultation indicated that the majority of affected residents did not support the proposal. Based on this, a request was made to TfNSW that funding be returned/ foregone. Staff continued community consultation with revised/lower impact options, but these were also not supported by the community.</p> <p>The 2022/23 Australian Government Black Spot program and NSW Safer Roads Program opened for nominations during the period, and the following projects were submitted for funding assistance:</p> <ul style="list-style-type: none"> * Intersection at Werona Avenue and Stanhope Road, Killara: install pedestrian crossing facilities at existing traffic signals (planning/ design/ construction) - \$442,000 * Telegraph Road, Pymble: upgrade road surface, improve superelevation and install re-directive kerb - \$285,000 * Warrimoo Avenue and Dalton Road, St Ives: construct single lane roundabout (including all traffic calming, line marking, lighting and signage) - \$190,000 * Lady Game Drive, West Pymble (west of Blackbutt Creek bridge): resurfacing and correction to cross-section/ superelevation, and drainage improvements - \$535,000 <p>Successful nominations are expected to be notified during April/May 2022.</p>



THEME 5 LOCAL ECONOMY AND EMPLOYMENT

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

Performance summary



(rounding applied)

Key achievements

- Council was the first Council to work with the national Go Local First campaign and signed up the highest number of businesses out of all participating local government areas.
- Launch of the Destination Connections E-newsletter to assist local tourism related businesses.
- Opening of the high ropes adventure course at St Ives Showground.

Challenges


- Adjustments to programs and events to meet COVID-19 restrictions.

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. Signoff Authority: Director Community	
Comments		
Progressing as scheduled. Council continues to work towards attracting business to the area and has joined the national Go Local First campaign - successfully signing up more local businesses than any other local government area in NSW. Nearly 100 businesses are participating, and Council is collaborating with the Council of Small Business Organisation Australia to promote local participants. In late 2021, Council sponsored the Hornsby Ku-ring-gai Local Business Awards to recognise local Ku-ring-gai businesses, commenced the annual business survey and launched the Destination Connections E-newsletter to assist local tourism related businesses. Council continued to deliver a successful business engagement events program during the period.		
Key Achievements		
Council was the first Council to work with the national Go Local First campaign.		

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 centre upgrades including matters outlined in the public domain plans. Signoff Authority: Manager Corporate Communications	 50%	Business and community engagement for the public domain plans has been delayed due to Councillors requesting site visits prior to the projects progressing. However, businesses are being informed and consulted on town centre related upgrades and changes, including proposed streetscape upgrades in Gordon as well as the completion of Lindfield Village Green.
E1.1.1.2	Undertake the Employment Lands Study and Strategy as part of the implementation of the Local Strategic Planning Statement (LSPS). Signoff Authority: Manager Urban Planning	 25%	Council is currently liaising with the Department of Planning and Environment's Employment Zones Reform Team on initial translation of existing Ku-ring-gai centres zoning into the new employment zones framework to enable public exhibition in first quarter of 2022. Reason This task has been delayed as Council are awaiting the Department of Planning and Environment to publicly exhibit and finalise the Employment Land Strategy Guidelines, which is expected within the first half of 2022. Additionally, Council are waiting for the Department of Planning and Environment to progress the Employment Zones Reform. Public exhibition of new framework will occur in April 2022. Remedial Action Once the Department of Planning and Environment has finalised the Employment Land Strategy Guidelines and the Employment Zones Reform this task will be progressed.

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>Signoff Authority: <i>Manager Corporate Communications</i></p>	 50%	<p>During the period, Council has joined the national Go Local First campaign, and has more local businesses signed up than any other local government area in NSW. Nearly 100 businesses are participating, and Council is collaborating with the Council of Small Business Organisation Australia to promote local participants.</p> <p>In November, local Ku-ring-gai businesses were recognised in the Hornsby Ku-ring-gai Local Business Awards of which Council is a sponsor. The 2021 Local Business of the Year was Ku-ring-gai based Kiplings Garage Bar.</p> <p>The annual business survey (in its third year) commenced in December 2021 and will continue until February 2022. Results will be presented to Council in March or April and used to inform the review of the Community Strategic Plan.</p> <p>The Destination Connections E-newsletter was also launched in the period which provides tourism and visitor related businesses access to relevant Council, other government and peak body related information, in particular Destination NSW initiatives.</p>
E1.1.1.4	<p>Continue Council's comprehensive business engagement events program offering a range of in person and online events.</p> <p>Signoff Authority: <i>Manager Corporate Communications</i></p>	 50%	<p>Between July and December 2021, six events were held as part of the business engagement program. Due to public health restrictions only one event was held face to face, which was a half-day digital marketing workshop on 9 December 2021.</p> <p>Online events delivered included a Grants Workshop (in partnership with City of Ryde Council), two workshops as part of the Home Based Business Community of Practice (relating to cost reductions and planning), a Wellbeing workshop, and a business support briefing by Service NSW. In addition, a three session online mentoring program was delivered in July 2021.</p>
E1.1.1.5	<p>Finalise the Retail and Commercial Centres Strategy for Ku-ring-gai.</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	 60%	<p>The Strategy was prepared and presented to Council to receive and note. Due to inconsistencies between the Strategy and Council's resolution of the 16 November 2021 in relation to the Ku-ring-gai Housing Strategy the task cannot be progressed further.</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. Signoff Authority: Director Community	
Comments		
Progressing as scheduled. Council continues to work with stakeholders and recently developed a research project with Willoughby Council to investigate the local health ecosystem. Expanded to include City of Ryde and North Sydney Council the study will assist councils to develop plans to better support the biggest employment sector in Ku-ring-gai - the health and aged care sector. Council regularly collaborate with other councils and agencies on a range of economic development initiatives including events and communications projects.		


Operational Plan Tasks

Code	Description	Progress	Comments
E2.1.1.1	Collaborate with other local councils, NSW State Government and other stakeholders to identify and implement initiatives to support local businesses. Signoff Authority: Manager Corporate Communications	 50%	Ku-ring-gai developed a research project with Willoughby Council to investigate the local health ecosystem. The project was expanded to include City of Ryde and North Sydney Council and is a preliminary study to assist councils develop plans to better support the biggest employment sector in Ku-ring-gai. The report outcomes will inform future strategic planning (including employment lands study) as well as projects to actively support the local health and aged care sector. The first project is now in planning, staged in partnership with other northern Sydney Councils, the federal Local Jobs Program and Regional Development Australia Sydney. Council staff regularly collaborate with other councils on a range of economic development initiatives including events and communications projects.
E2.1.1.2	Work with Service NSW to promote Service NSW for Business and improve access to local Service NSW Business Concierge Services. Signoff Authority: Manager Corporate Communications	 50%	During the period, Service NSW delivered an online workshop to brief local businesses on the latest government support available. In addition, information relating to state government assistance (including latest grants and other financial help) as well as support offered by the Service NSW Business Concierge was promoted via the monthly business connections e-news and at events. In mid-year 2021, preparatory work was undertaken to accommodate a Service NSW Business Concierge for half a day per month at Council to meet with local businesses. However due to COVID-19 health restrictions this has been delayed.



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. Signoff Authority: Director Community	
Comments		
Progressing as scheduled. Tourism business continues to grow by harnessing new opportunities and working with other agencies, despite the impacts of health restrictions. Events were delivered face to face where possible, however many were delivered virtually with event partners. New contract discussions with major event providers for St Ives Showground including Sunset Cinema, Sunset Drive in Movies, Sesame St Circus and the Big Bounce were held		

Operational Plan Tasks

Code	Description	Progress	Comments
E3.1.1.1	Implement an annual program of destination festivals and events, including key tourism partners in events programs. Signoff Authority: Manager Visitor Experience & Events	 50%	Council has continued to deliver its events program during the period including: * Remembrance Day was delivered in partnership with the Roseville Club in a COVIDSafe environment allowing representatives from Council, local community groups, schools and members of parliament to attend. * The Sunset Cinema Drive In was a successful event with 1468 cars attending from all over the Sydney metropolitan region. * Carols in the Park at Bannockburn Oval, hosted by the St Swithuns congregation, delivered a community Christmas Carols event.
Key Achievements			
Highly successful Sunset Cinema Drive In			
E3.1.1.2	Promote local tourism activities to the whole community via Council's communication methods e.g. social media and website. Signoff Authority: Manager Corporate Communications	 50%	Highlights of this period include promotion of the high ropes course at the Showground and the Go Local First campaign.

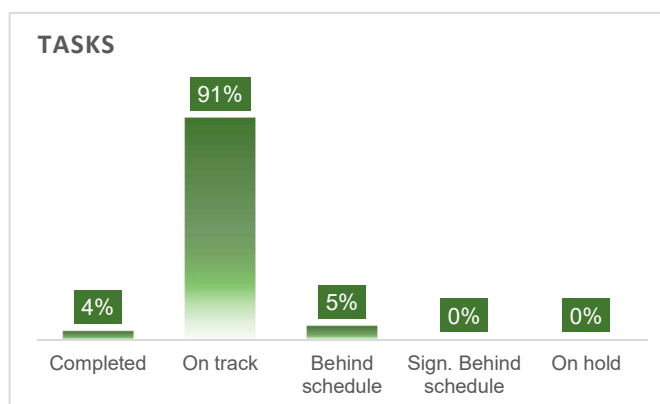
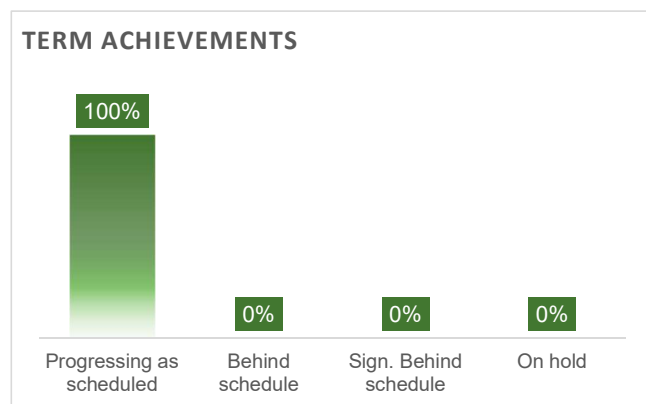
E3.1.1.3	<p>Activate key destination events, support Destination NSW strategies and co-ordinate the Ku-ring-gai destination management network.</p> <p>Signoff Authority: <i>Director Community</i></p>	 50%	<p>Major events pivoted online during Covid-19 lockdown and restrictions</p> <p>Council's destination events program was pivoted to a virtual program due to the COVID-19 lockdown. A destination focused Spring Celebration to celebrate the arts and cultural sector and engage our community during the lockdown was curated. The program included:</p> <ul style="list-style-type: none"> * Lockdown LIVE yoga at Ku-ring-gai destinations including: Cliff Oval Lookout, Swain Gardens, Wahroonga Park and Echo Point * Lockdown LIVE music concerts with local artists Jess & Matt, Travis Drew and the Kristen Fletcher Duo with residents encouraged to support local restaurants with takeaway and enjoy the concert in their home. * Virtual art classes with Rachel. <p>Additionally, the regional Bare Creek Trail Run hosted through Garigal National Park was held.</p> <p>New contract discussions with major event providers for St Ives Showground including Sunset Cinema, Sunset Drive in Movies, Sesame St Circus and the Big Bounce were held.</p>
Key Achievements			
<ul style="list-style-type: none"> * Ku-ring-gai Destination Network sharing Destination NSW updates with business. * Regional Bare Creek Trail Run hosted in Garigal National Park * Regional virtual programs delivered during Spring. 			



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



(rounding applied)

Key achievements

- Completion of the End of Term Report and State of the Environment Report were presented to the previous Council on its achievements in implementing the Community Strategic Plan and implementing the long term environmental objectives in the Community Strategic Plan over the previous four years.
- Delivery of new recruitment software - Scout Talent, and implementation of the Rewards and Recognition Program.
- Launch of a new staff intranet.
- Completion of an internal audit of cyber security in September 2021.
- Finalisation of a number of new commercial opportunities including a high ropes course at St Ives Showground, retail licences for a restaurant at the Lindfield Village Green and a café/kiosk at St Ives Showground, and a license for use of the Roseville Tennis Pavilion by On-line Tennis.
- Ku-ring-gai played a key role in securing renewable energy through the PEERS 3 Power Purchase Agreement.
- Upgrade of the Envizi reporting platform with a tool set to automate Council's energy management snapshot.
- Continued expansion of the Operations Department mobile device 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 December 2021. This has altered some reporting and delivery timeframes across the organisation.
- Resourcing constraints have impacted the delivery of the audit plan.

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. <i>Signoff Authority: General Manager</i>	
Comments		
Progressing as scheduled. As required under the Local Government Act, an End of Term Report and State of the Environment report were presented to the previous Council on its achievements in implementing the Community Strategic Plan and implementing the long term environmental objectives in the Community Strategic Plan over the previous four years. Long term objectives, contained in the current Community Strategic Plan, continued to inform and guide Council's decision-making, delivery of services, programs and projects during 2020-2021, as well as the preparation of the 2021-2022 Operational Plan. Potential impacts on the delivery of programs and services, due to COVID-19 health orders and restrictions, continued to be monitored.		

Operational Plan Tasks


Code	Description	Progress	Comments
L1.1.1.1	Complete an End of Term Report on Council's progress implementing the Community Strategic Plan 2038. <i>Signoff Authority: Manager Governance & Corporate Strategy</i>	 100%	Completed. The End of Term Report 2017-2021 was completed during the reporting period and presented to the previous Council's final Ordinary Meeting of 16 November 2021. Council received and noted the report under Minute 215, GB.1. The report provides a summary of the implementation and effectiveness of the Community Strategic Plan in achieving its social, environmental, economic and civic leadership objectives over the previous three to four years.
L1.1.1.2	Prepare, exhibit and adopt a revised Community Strategic Plan for Ku-ring-gai in response to identified community and strategic priorities, challenges and opportunities. <i>Signoff Authority: Manager Governance & Corporate Strategy</i>	 50%	Council must complete a review of the Ku-ring-gai Community Strategic Plan and adopt a revised Plan before 30 June 2022. Progress on the review during the reporting period included completion and presentation of an End of Term Report and State of the Environment Report to Council, an internal review of the current Plan, a review of survey research into the community's priorities for Ku-ring-gai over the next 10 years and community engagement to review the Plan. The program and timelines for the review and community engagement were adjusted to take account of the delayed local government elections in December 2021.
L1.1.1.3	Implement a Community Engagement Strategy for engagement with the community on the Community Strategic Plan. <i>Signoff Authority: Manager Governance & Corporate Strategy</i>	 40%	Timelines for the community engagement program were revised due to the deferral of local government elections to December 2021 and COVID-19 restrictions. During the reporting period online surveys for residents and businesses commenced. Other engagement activities were rescheduled to the first quarter of 2022. Reason Timelines for the community engagement program were revised due to the deferral of local government elections to December 2021 and COVID-19 restrictions Remedial Action The remaining components of the engagement strategy will be completed during the second half of the year.

L1.1.1.4	Adopt a Resourcing Strategy, Delivery Program and Operational Plan to support the Community Strategic Plan. Signoff Authority: <i>Manager Governance & Corporate Strategy</i>	 50%	As part of the preparation and adoption of a revised Community Strategic Plan by 30 June 2022, Council must also adopt a new four year Delivery Program, one year Operational Plan as well as a revised Resourcing Strategy containing a Long Term Financial Plan, Asset Management Strategy and Workforce Management Strategy. Preparation of the Resourcing Strategy commenced during the reporting period and will be completed and reported to Council in the second half of the year.
L1.1.1.5	Complete all statutory reporting for the Integrated Planning and Reporting Framework and communicate outcomes to stakeholders. Signoff Authority: <i>Manager Governance & Corporate Strategy</i>	 50%	All required statutory reporting was completed for the reporting period. This included reporting the six month June Bi-annual Review of the Delivery Program 2018-2022 and Operational Plan 2020-21 to Council's Ordinary Meeting of 17 August 2021. Results of the review showed satisfactory progress for one year tasks and 4 year term achievements. The report included explanations for those tasks and term achievements not progressing to schedule, and proposed remedial actions. A copy of the June Bi-annual Review was published on Council's website for community viewing.


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. Signoff Authority: <i>General Manager</i>	
Comments		
Progressing as scheduled. 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. This included continuing to implement relevant Federal and State Government Public Health Orders and measures relating to the COVID-19 pandemic in NSW.		


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. Signoff Authority: <i>Manager Governance & 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.

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. Signoff Authority: <i>General Manager</i>	
Comments		
Progressing as scheduled. Council continued to support partnership arrangements with agencies, organisations and community groups for the benefit of the Ku-ring-gai community.		


Operational Plan Tasks

Code	Description	Progress	Comments
L1.1.3.1	<p>Pursue opportunities and support collaborations and partnership arrangements with other agencies, organisations and community groups that provide tangible benefits to the local area.</p> <p>Signoff Authority: Manager Governance & Corporate Strategy</p>	 50%	Progressed as scheduled. Collaborations and partnerships continued to be supported with other agencies, organisations and community groups.




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>Signoff Authority: Director Corporate</p>	
<p>Comments</p> <p>Progressing as scheduled. The review of Council's Annual Budget 2022/23 and the 10 year Long Term Financial Plan (LTFP) commenced in November 2021. 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. Consultation with management will be undertaken prior to adoption. The Long-Term Financial Plan will form part of the Resourcing Strategy.</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). The financial performance for the end of December 2021 as reported to Council indicates 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>Signoff Authority: Manager Finance</p>	 50%	The review of the 2022/23 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 2022. The Long Term Financial Plan (LTFP) will be reviewed and scheduled for adoption in line with the Resourcing Strategy.
L2.1.1.2	<p>Achieve financial sustainability targets identified in the Long Term Financial Plan.</p> <p>Signoff Authority: Manager Finance</p>	 50%	The Long Term Financial Plan (LTFP) will be reviewed as part of the annual budgeting process for 2022/23 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.
L2.1.1.3	<p>Ensure Council maintains its financial position by meeting overall budget performance objectives.</p> <p>Signoff Authority: Manager Finance</p>	 50%	The overall budget performance is regularly monitored with a detailed review and reporting to Council on a quarterly basis. The December quarterly budget review will commence early January 2022 and will be reported to Council on 15 February 2022. 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	<p>Progress Council approved property acquisitions and divestments.</p> <p>Signoff Authority: <i>Manager Property</i></p>	 50%	<p>Council's property acquisitions and divestments continued during the period including:</p> <ul style="list-style-type: none"> * Consultant reports for 56-58 Koola Ave are progressing with a development application to be advanced which is required prior to divestment. * Survey work has been completed for 97 Babbage Road with correct boundaries now lodged with Land Registry Services along with the road dedication. A Council report will be prepared to allow divestment to proceed. * Valuations have been secured for 5 Roseville Avenue, Roseville with offers to acquire for open space purposes.
L2.1.1.5	<p>Optimise financial returns from Council's existing property portfolio, given the prevailing market conditions.</p> <p>Signoff Authority: <i>Manager Property</i></p>	 50%	<p>Financial returns from Council's property portfolio continued to be optimised during the period including:</p> <ul style="list-style-type: none"> * The Wairoonga Cottage licence has been renewed on improved commercial terms effective from 1 December 2021. * A licence was finalised on 1 December 2021 for a new cafe at St Ives Showground, requiring the proponent to lodge a development application, fit out and operate the venue. * HART and CARES renewals are ongoing and expected to be completed in the next quarter. * Ongoing reviews of 828 tenancies with CBRE continue to ensure vacancies are marketed and tenancies which are nearing expiry are pro-actively managed to renew their leases. * Negotiations are in progress following an expression of interest for building signage at 828 Pacific Highway, Gordon.

Term Achievement


Code	Description	Progress
L2.1.2	<p>Council's income and expenditure meets the needs of the community.</p> <p>Signoff Authority: <i>Director Corporate</i></p>	
Comments		
<p>Progressing as scheduled. Council's financial performance is monitored regularly and reported to Council on a quarterly basis. The financial performance for the end of December 2021 as reported to Council indicates that Council's projected financial position at 30 June 2022 will be satisfactory, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure. Due to the changing environment related to the COVID-19 pandemic, financial impacts in some affected areas are uncertain and are likely to vary from the estimates provided, and further impacts will be assessed and reported to Council as part of the quarterly budget review and end of financial year reporting.</p>		

Operational Plan Tasks




Code	Description	Progress	Comments
L2.1.2.1	<p>Monitor expenditure to ensure it is in accordance with agreed priorities of the community.</p> <p>Signoff Authority: <i>Manager Finance</i></p>	 50%	<p>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 2021 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.</p>

L2.1.2.2	<p>Continue to analyse and implement new business opportunities for sustainable increases to Council's income.</p> <p>Signoff Authority: <i>Manager Property</i></p>	 50%	<p>A number of new commercial opportunities are underway.</p> <p>* Council property staff completed negotiation for the conduct of a high ropes course at St Ives Showground with a licence being executed with Tree Tops Adventure Pty Ltd on 1 July 2021.</p> <p>* Following open tender processes, the Council successfully negotiated a retail licence for the fit-out and operation of a restaurant at the Lindfield Village Green on 1 September 2021 which will provide visitors a high quality amenity and return Council a market based return. A development application and CDC for the fit-out and operation have been lodged with operation expected to commence mid-2022.</p> <p>* Negotiations for the fit-out and operation of the St Ives Showground kiosk/cafe also successfully concluded.</p> <p>* A new commercial licence for On-line Tennis for its use of the Roseville Tennis Pavilion successfully concluded.</p>
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Term Achievement

Code	Description	Progress
L2.1.3	<p>Council maintains its commitment to infrastructure asset management priorities.</p> <p>Signoff Authority: <i>Director Corporate</i></p>	
Comments		
Progressing as scheduled. Council continues to maintain its commitment to infrastructure and management priorities. Asset management has been continuing with planning and on the ground works progressing on or near schedule.		


Operational Plan Tasks

Code	Description	Progress	Comments
L2.1.3.1	<p>Identify available funding sources in the Long Term Financial Plan and allocate to priority projects and assets.</p> <p>Signoff Authority: <i>Manager Finance</i></p>	 50%	<p>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.</p>
L2.1.3.2	<p>Review the Asset Management Strategy as part of Council's adopted Resourcing Strategy.</p> <p>Signoff Authority: <i>Manager Technical Services</i></p>	 50%	<p>The review of Council's Asset Management Strategy is underway.</p>
Key Achievements			
Internal review of Council's road condition data is underway.			
L2.1.3.3	<p>Achieve asset management targets identified in the Resourcing Strategy.</p> <p>Signoff Authority: <i>Manager Technical Services</i></p>	 50%	<p>Asset management targets identified in Council's Resourcing Strategy are on track to be achieved by end of 2021/22 financial year.</p>
Key Achievements			
Works to address targets identified in Council's Resourcing Strategy have commenced and are on track			


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>	
Comments		
<p>Progressing as scheduled. Council continues to manage risks through the organisation including:</p> <ul style="list-style-type: none"> * Managing and coordinating a compliant and effective Enterprise Risk Management system through a broad range of initiatives including improving risk management capability in achieving the target risk maturity under its ERM framework, refining Council's risk register to include COVID-19 specific risks, delivering Fraud Awareness Training programs in line with Council's updated Fraud & Corruption Control Policy and Control Strategy, reviewing COVID-19 WHS Standards & Protocols and COVID-19 Safety Plans to ensure their currency and consistency with the evolving restrictions and Public Health Orders. * Managing and supporting the effective operation of Council's Internal Audit function, however, due to a number of resourcing challenges, the 2021 audit plan is currently running behind schedule. An action plan has been developed to address this. * Coordinating and facilitating the effective management of Council's Insurance portfolio through the successful completion of the insurance renewal process for both the Workers Compensation and Public Liability portfolios. * Managing and coordinating a compliant and effective Workplace, Health and Safety (WHS) Management System through a focus on providing support to management and staff during COVID-19 under Council's WHS program, in particular: responding to the COVID-19 pandemic in a positive, proactive and confident manner under the leadership of the Crisis Management Team, ongoing support to staff and their wellness under the Employee Assistance Program, review of first aid procedures and the Automated External Defibrillator (AED) Plan and review of WHS Standards & Protocol and COVID-19 Safety Plans against the evolving restrictions and public health orders. * Coordinating the efficient and effective delivery of the North Shore Council's Internal Audit Service - The consolidated internal audit plan was 42% complete as at 31 December 2021 with another 5 audits in progress. Some of these audits were or have been outsourced due to vacant positions and extended sick leave. 		


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 & Culture</i>	 50%	<p>Council has continued working on a broad range of initiatives including:</p> <ul style="list-style-type: none"> * Improving risk management capability in achieving the target risk maturity (4/5 – Consistent/Implemented) under its ERM framework. * Refining Council's risk register to include COVID-19 specific risks. * Delivering Fraud Awareness Training programs for GMD, Managers and Team Leaders as part of the ongoing education and awareness campaign under an effective Fraud and Corruption (F&C) Control Framework in line with Council's updated F&C Control Policy and F&C Control Strategy. * Completion of the insurance renewal processes for both Workers Compensations (with StateCover) and Public Liability (with Statewide Mutual/JLTA) portfolios. * Review of COVID-19 WHS Standards & Protocols and COVID-19 Safety Plans to ensure their currency and consistency with the evolving restrictions and Public Health Orders.




L3.1.1.2	<p>Manage, coordinate, support and facilitate the effective operation of Council's Internal Audit function.</p> <p>Signoff Authority: <i>Manager People & Culture</i></p>	 <p>45%</p>	<p>Council continues to facilitate the effective operation of Council's Internal Audit function including:</p> <ul style="list-style-type: none"> * An internal audit of cyber security was completed in September 2021. The scope of the audit was to assess Council's maturity against the draft cyber security guidelines that have been published by the Office of Local Government (OLG). The audit was completed under a co-sourced arrangement by Grant Thornton's IT team. This was the first audit of this nature and scope to be completed in the shared service and the approach and scope will be applied similarly at other Councils. * An internal audit of food inspections will commence in January 2022. This audit has been outsourced to Grant Thornton who have or will be completing the same audit across the shared service. * In the 2021 calendar year, two of the six planned audits have been completed and 1 is underway. * A detailed review of the draft OLG Guidelines for Risk Management and Internal Audit was completed. A detailed gap analysis against each core requirement was completed and provided to management and the ARIC. This will be consistent with the shared service. The analysis indicates that Ku-ring-gai Council has a mature ARIC in place as well as a professional internal audit function that operates in compliance with the international standards for internal auditing. <p>Unexpected changes to the ARIC meeting schedule (ie. September and December meetings merged into one meeting in November 2021) will mean that audits planned for the Q4 of the 2021 calendar year will not be reported to the ARIC until their first meeting in 2022.</p> <p>Reason</p> <p>Overall, Council is tracking slightly behind in the audit plan. One unfilled full time vacancy and another full time auditor on extended leave for much of this reporting period has led to the plan running behind schedule, which left the Head of Internal Audit to manage the internal audit plan for all six councils..</p> <p>Remedial Action</p> <p>Subject to ARIC endorsement, the 12 month calendar year plan has been extended to an 18 month plan where it is hoped that the remaining three audits can be completed on or close to 30/6/22. With no ARIC meeting in December 2021, there was no reporting of progress to plan for their endorsement of the revised 2021 internal audit plan.</p> <p>The shared service is also due for review and potential renewal by 30/6/22. In March proposed resourcing models will be put forward to the general managers of the shared service which will then set the direction for the service for the next financial year.</p>
Challenges			
Lack of staff and limited outsourcing budget for contractors restricts completion of the plan.			






L3.1.1.3	<p>Coordinate, support and facilitate the effective management of Council's Insurance portfolio.</p> <p>Signoff Authority: <i>Manager People & Culture</i></p>	 50%	<p>17 public liability (PL) claims were received in quarter 3. Of note:</p> <ul style="list-style-type: none"> * One claim was settled in Q3 2021 with the quarterly settlement ratio at 0.046. * There was a reduced number of claims lodged against Council in Q3 (compared to Q2 with 25 PL claims) which was likely linked to the NSW lockdown in response to health restrictions. * Fallen tree branches/tree roots is the dominant cause of damages to both property & vehicle. This is consistent with the previous three quarters' results. * Based on the current time series analysis, the claims volume for the next quarter (Q4) is likely to decrease. <p>PL claims for Q4 will be available in April 2022.</p>
L3.1.1.4	<p>Manage and coordinate a compliant and effective Workplace, Health and Safety (WHS) Management System.</p> <p>Signoff Authority: <i>Manager People & Culture</i></p>	 50%	<p>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"> • The ongoing maintenance and reporting of tailored WHS reporting indicators and dashboards. • Ongoing support to our staff and their wellness under its EAP program. • Responding to the COVID-19 Pandemic in a positive, proactive and confident manner under the leadership of the Crisis Management Team. • Review of WHS Standards & Protocol and COVID-19 Safety Plans against the evolving restrictions and Public Health Orders. • Review of First Aid Procedure and Automated External Defibrillator (AED) Plan.
L3.1.1.5	<p>Coordinate the efficient and effective delivery of the North Shore Council's Internal Audit Service.</p> <p>Signoff Authority: <i>Manager People & Culture</i></p>	 42%	<p>The consolidated internal audit plan was 42% complete as at 31 December 2021, with another five audits in progress. Some of these audits were or have been outsourced due to one unfilled position and another full time position being largely vacant for the period due to unplanned and extended sick leave being taken.</p> <p>Audits currently underway include food inspections, cyber security and procurement. Five of the six councils had scheduled ARICs where the status of the individual and overall plans was reported upon.</p> <p>Reason</p> <p>Lack of staff and limited budgets during the period have impacted progress.</p> <p>Remedial Action</p> <p>At the regular meeting of ARICs, it was recommended that the 12 month calendar year plan be extended to an 18 month plan where it is hoped that the remaining audits will be completed or close to completion by 30/6/22.</p> <p>The shared service is due for review and potential renewal by 30/6/22. In March proposed resourcing models will be put forward to the general managers of the shared service which will then set the direction for the service for the next financial year.</p>

Term Achievement


Code	Description	Progress
L3.1.2	Council's Governance framework is developed to ensure probity and transparency. <i>Signoff Authority: Director Corporate</i>	
Comments		
Progressing as scheduled. Council has effective governance arrangements in place to ensure probity and transparency in line with legislative requirements and guidelines. This includes Ordinary Meetings of Council (OMC), public forums and committee meetings; ensuring that all Councillors have the capabilities and information they need to make informed decisions and discharge their responsibilities; high quality corporate planning, reporting and community engagement, providing public access to information through open release, informal and formal (GIPA) processes, and independent oversight by the Audit, Risk and Improvement Committee (ARIC).		

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. <i>Signoff Authority: Manager Governance & Corporate Strategy</i>	 50%	During the reporting period there were five Ordinary Meetings of Council (OMC), two Extraordinary Meetings of Council (EMC) and one Audit, Risk & Improvement Committee meeting. Business papers for all meetings were produced and delivered on time. All OMC/EMC minutes were published on Council's website the following day after the OMC/EMC. These meetings continued to be live streamed on Council's website. Due to the pandemic, public forums in July to September 2021 were cancelled however, members of the public were able to address Council through various methods such as written or audio-visual submissions through an online form. A public forum was held in October 2021 however, the November 2021 public forum was cancelled as there were no speakers.
L3.1.2.2	Facilitate training and professional development opportunities for councillors. <i>Signoff Authority: Director Corporate</i>	 50%	Councillors are encouraged and supported to undertake training provided by Local Government NSW. An induction program was prepared and delivered for new Councillors, providing an overview of roles and responsibilities and key services, programs and projects delivered by Council. All Councillors receive an allowance to cover professional development and training and attendance at conferences and seminars. 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, 2002 <i>Signoff Authority: Manager Governance & Corporate Strategy</i>	 50%	During the reporting period, Council received 26 formal applications and 754 informal applications under the Government Information (Public Access) Act for access to Council information. Council did not receive any reviews under the Privacy and Personal Information Protection Act or Health Records and Information Privacy Act.
Key Achievements			
All formal GIPA applications were completed within the statutory timeframe.			


L3.1.2.4	<p>Ensure Council fulfils its obligations under the Local Government Act and Regulations, including compliance with legislative changes and relevant guidelines and circulars.</p> <p>Signoff Authority: <i>Manager Governance & Corporate Strategy</i></p>	 50%	<p>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:</p> <p>* 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, 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 and 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>Signoff Authority: <i>Manager Governance & 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. Nine 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 & Reporting Framework objectives.</p> <p>Signoff Authority: <i>Manager Governance & Corporate Strategy</i></p>	 50%	<p>Actions during the reporting period continued to be aligned with and support the Integrated Planning and Reporting framework. Some activities have been impacted by delayed Council elections.</p>
L3.1.2.7	<p>Coordinate, support and facilitate effective probity around procurement and provide support for the Contract Management Framework.</p> <p>Signoff Authority: <i>Manager Procurement & Contracts</i></p>	 50%	<p>New RFQ and RFT templates are in use and the procurement team is providing training to users. Feedback from stakeholders on the Contract Management Framework has been received and improvements aligned with associated procurement guidelines are being implemented.</p>
Key Achievements			
Development of updated cross reference table to be used as guide for application of the Contract Management Framework.			
L3.1.2.8	<p>Liaise with the NSW Electoral Commission in regard to the conduct of the 2021 Ordinary Local Government Elections.</p> <p>Signoff Authority: <i>Director Corporate</i></p>	 100%	<p>All contractual arrangements with the NSW Electoral Commission were delivered. Local Government elections were held on 4 December 2021. Candidates were declared elected on 21 December 2021.</p>

Term Achievement


Code	Description	Progress
L3.1.3	Sustainability is integrated into Council's business framework. <i>Signoff Authority: Director Strategy & Environment</i>	
Comments		
Progressing as scheduled. Council has continued to make progress on the goals of the Corporate Sustainability Action Plan (CSAP). In the coming months Council finalise a system that enables the collection of all organic waste produced by four Councils sites; Gordon Chambers, the Depot in Pymble, the Ku-ring-gai Wildflower Garden and Ku-ring-gai Fitness & Aquatic Centre. A number of key documents guiding organisation sustainability reviews were implemented in the reporting period to ensure best practice natural resource management is achieved.		
Key Achievements		
* Ku-ring-gai played a key role in securing renewable energy through the PEERS 3 Power Purchase Agreement. * Upgrade of the Envizi reporting platform with a tool set to automate Council's energy management snapshot.		

Operational Plan Tasks





Code	Description	Progress	Comments
L3.1.3.1	Implement the Corporate Sustainability Action Plan and corporate sustainability program. <i>Signoff Authority: Manager Environment & Sustainability</i>	 50%	Following the restrictions of events due to COVID-19 restrictions, the team has continued to make progress on the goals of the Corporate Sustainability Action Plan (CSAP). Council have continued to work with the Corporate Sustainability Action Team working group to action objectives. In the coming months a system that enables Council to collect all organic waste produced by four Council sites, including Gordon Chambers, the Depot in Pymble, the Ku-ring-gai Wildflower Garden and Ku-ring-gai Fitness & Aquatic Centre will be finalised. This is a major achievement and one that will see significant reductions in waste to landfill. It is also a key part in delivering the Single-Use Plastic Policy and Sustainable Event Management Policy as Council now use 100% compostable ware at all internal/external events which can be disposed of in the organic waste bins in all offices. Once staff return to the office, relevant teams across Council will be provided with 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 relevant staff have all been briefed on this upcoming change. A well-attended staff sustainability event via zoom with a workshop on sour dough making and pickling was also delivered during the period. Staff collection drives will resume on return to the office.
Key Achievements			
A system that enables Council to collect all organic waste produced by four Council sites, including Gordon Chambers, the Depot in Pymble, the Ku-ring-gai Wildflower Garden and Ku-ring-gai Fitness & Aquatic Centre will be finalised in the coming months. This is a major achievement and one that will see significant reductions in waste to landfill			
L3.1.3.2	Utilise the sustainability data management and reporting system to inform investment and management priorities. <i>Signoff Authority: Manager Environment & Sustainability</i>	 50%	Key outcomes for the period include an upgrade of the Envizi reporting platform with a tool set to automate Council's energy management snapshot; a cross department review of Councils energy snapshot for the 12 months to August 2021; and use of Envizi energy data to meet Council's data obligations for the PEERS 3 renewable energy tender.
Key Achievements			
Council now has a number of tools that provide near real time alerts into building management issues, however it is becoming increasingly challenging to fully respond to all the reactive maintenance issues that are identified by these monitoring systems.			




L3.1.3.3	Review and implement policies, strategies and plans to advance sustainability and environmental management. Signoff Authority: <i>Director Strategy & Environment</i>	 50%	Council has reviewed a number of policies and strategies during the reporting period to ensure best practice natural resource management is achieved across the organisation. The Biodiversity Policy is being prepared for Council with a recommendation to adopt as final in February 2022, the Water Sensitive City Strategy and updated policy is set to go to Council for adoption in March 2022. Additionally, Council has commenced a review of the Part 5 approvals process. All templates, guidelines and procedures are being reviewed.
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Term Achievement






Code	Description	Progress
L3.1.4	Council services and programs are provided on the basis of equity, community priorities, and best value for money within available resources. Signoff Authority: <i>General Manager</i>	
Comments		
Progressing as scheduled. Council delivers numerous and varied services to the community which contribute to the delivery of long term objectives for Ku-ring-gai. Staff continued to assess both external and internal services to optimise delivery, identify cost savings and additional revenue opportunities. Detailed information is regularly published in Council's Delivery Program and Operational Plan, biannual performance reports and Annual Report		




Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.4.1	Continue to review Council services against community and strategic priorities, efficiency and customer service objectives. Signoff Authority: <i>Manager Governance & Corporate Strategy</i>	 50%	Preparation of Council's current Delivery Program 2018-2022 and Operational Plan 2021-2022, adopted in June 2021, included an assessment of services, programs and capital works to ensure that they will deliver community needs and priorities and best value to the community. As part of continuous improvement across Council's operations, revised service descriptions will be prepared during the later quarters of this year. This will be followed by the development of a service review program during 2022/23.
L3.1.4.2	Report bi-annually to Council on achievement of adopted Customer Service Standards. Signoff Authority: <i>Manager Corporate Communications</i>	 50%	Reporting is undertaken biannually in the General Managers Performance Review. Complaints handling are reported to GMD regularly
L3.1.4.3	Continue to benchmark and improve customer service standards across the organisation. Signoff Authority: <i>Manager Corporate Communications</i>	 50%	Benchmarking is planned for mid 2022r when public health restrictions are relaxed and a more normal benchmarking can be undertaken
L3.1.4.4	Monitor Council's website and report on usage. Signoff Authority: <i>Manager Corporate Communications</i>	 50%	For the reporting period six months ending 31 Dec 2021 traffic on Council's website: - 1,623,496 total page views - 1,331,312 unique page views Top ten pages on Council website were: 1) Homepage - 172,537 unique page views 2) Waste and recycling - 38,402 3) Ku-ring-gai Library - 32,111 4) Local Govt elections - 25,269 5) Tennis courts - 24,951 6) New clean up collections - 23,602

			<p>7) DA tracking - 23,729</p> <p>8) Clean up collections and vegetation services - 21,309</p> <p>9) Important info about COVID 19- 19,548</p> <p>10) My area - 19,247</p>
Key Achievements			
<p>- COVID-19 information was kept up to date and viewed often.</p> <p>- Local government elections were held which gained a lot of interest.</p> <p>- Reported changes to waste services effectively</p>			
L3.1.4.5	<p>Implement upgrades to Council's website and internal intranet systems.</p> <p>Signoff Authority: <i>Manager Corporate Communications</i></p>	<p> 50%</p>	<p>During this period Council has been implementing upgrades as follows:</p> <p>* Integrating Council's new booking system with the website event listing.</p> <p>* Launch of a staff intranet (Kasey) in February 2022. Kasey aims to be a more user friendly platform staff to easily access Council knowledge and information, connect to other internal systems and view improved Council wide communication. New features and functions for staff to take advantage of including:</p> <ul style="list-style-type: none"> - Improved search - Clearer navigation - Updated information - Mobile friendly - Easier to update - Interactive organisation charts - Document libraries - Improved internal news - Message boards
Key Achievements			
Launch of a staff intranet			
L3.1.4.6	<p>Provide effective records management across the organisation compliant with relevant legislation.</p> <p>Signoff Authority: <i>Manager Governance & Corporate Strategy</i></p>	<p> 50%</p>	<p>Council staff have registered 208,917 documents between the period of 01/07/21 – 13/01/22. Records Management continued to encourage staff to improve records management practices by registered documents into Content Manager - including direct support for Assets Building Team. All in-house procedures have been checked and updated in the Intranet. Records is continuing to provide training to all new staff in Council, tailored to their individual needs and access requirements.</p>
L3.1.4.7	<p>Manage the ongoing preservation of Council's legacy records.</p> <p>Signoff Authority: <i>Manager Governance & Corporate Strategy</i></p>	<p> 50%</p>	<p>The priority for this reporting period was the transfer of 35 archive boxes of 2013 PCDC files held at Council to Government Records Repository (GRR). The first batch of 13 boxes of 2014 PCDC files were also transferred.</p> <p>22 day boxes of scanned records were appraised and sentenced. The destroyed records amount to twelve (12) 240 litre secure storage bins. 212 archive boxes containing files scanned by GRR under the Scan on Demand program are ready to be destroyed, delivering savings in offsite storage costs.</p> <p>Legacy property files have been scanned, reducing 309 bays of storage to 77 (25% of the original space). 15,207 files have been scanned in Content Manager</p> <p>Ongoing Archiving Work: No. of Day Boxes Created: 9</p>

			<p>No. of Archives Boxes Created: 255 No. of Boxes sent to Offsite Storage: 97 No. of Requests for Electronic Files: 1,008 No. of Requests for Files and Boxes from Offsite: 29 boxes No. of Requests for Files Stored Onsite: 297 No. of Boxes Sentenced and Destroyed: 22 day boxes No. of Property Files scanned: 32</p> <p>Priorities for next quarter include transfer of remaining 2014 PCDC files to GRR, transfer of 2014 Development Application files to GRR, and destruction of 212 boxes of scanned records held at GRR.</p>
L3.1.4.8	<p>Effectively deliver learning and development strategy and programs in line with identified priorities and the objectives of Council's adopted Workforce Management Strategy.</p> <p>Signoff Authority: <i>Manager People & Culture</i></p>	 50%	<p>COVID-19 restrictions impacted the delivery of the Leadership Development Program throughout 2021. Planning has already commenced on implementing delivery strategies in 2022 which will provide catch up for opportunities lost in 2021. General training has continued with eLearning and a greater attendance at Zoom and webinar based training sessions. WHS compliance training planning has been completed for the delivery of the 2022 WHS training program in February and March 2022 (subject to COVID-19 restrictions at the time of delivery).</p>
Key Achievements			
Induction for new employees has continued via on-line eLearning modules supported by local area induction processes.			
L3.1.4.9	<p>Deliver effective and efficient recruitment and payroll services.</p> <p>Signoff Authority: <i>Manager People & Culture</i></p>	 50%	<p>People & Culture have expanded recruitment services to better support managers and candidates through their recruitment experience. Key to Council's services will be the effective utilisation of Scout Talent, Council are working towards a more targeted approach to talent acquisition, and faster turnaround for recruitment campaigns through the following mechanisms and processes:</p> <ul style="list-style-type: none"> * Engagement of new medical provider for pre-employment functional assessments * Recruitment brief and strategy development with hiring managers prior to commencement of recruitment campaign * Development of Council's Employee Value Proposition * Revised careers page for improved candidate experience * Taking carriage of additional recruitment administration * Closing active recruitment positions and keeping the number positions below 25.
Key Achievements			
<p>Refined and streamlined recruitment process New recruitment system Enhanced recruitment support across the business</p>			


L3.1.4.10	<p>Effectively deliver services across all workforce management areas including employee and industrial relations.</p> <p>Signoff Authority: <i>Manager People & Culture</i></p>	 50%	<p>People & Culture continued to provide support and services across the organisation on matters related to Employee Relations and Industrial Relations.</p> <p>The team partners with key stakeholders within business units to ensure matters are resolved in accordance with Council policies and procedure, and the Local Government (State) Award, while ensuring best practice management is applied consistently.</p> <p>A Business Partnering model has been established which aims to provide a considerable amount of support to leaders across the organisation, and creates a channel whereby key employee relations (ER) issues can be pro-actively managed and addressed prior to escalation, and workforce management matters are controlled and measured.</p> <p>Additionally, an ER tracker has been created for the purpose of generating future analytics and reports. It is proposed that the report will provide valuable insight and form the basis for meaningful workforce strategy development.</p>
Key Achievements			
<p>* Establishment of draft Business Partner model</p> <p>* Creation of ER tracker</p>			
L3.1.4.11	<p>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.</p> <p>Signoff Authority: <i>Manager People & Culture</i></p>	 50%	<p>The People & Culture team have successfully rolled out two key initiatives that were identified for delivery this year. Council's new Recruitment Software Scout Talent has been implemented across the organisation, and will be used as the basis for supporting the planning and delivery of all future recruitment related activities. In addition to this, Council's very first Reward and Recognition program which includes a new policy, Total Rewards and Recognition Program and R&R e-module has been implemented.</p> <p>Council will continue working towards the delivery and implementation of the new Reportable Conduct, Council Intranet, Employee Opinion Survey, improved onboarding process, Market Review Policy and Succession Planning e-module which are all on track for completion by the end 2022.</p>
Key Achievements			
Delivery of the new Recruitment software, Scout Talent, and implementation of the Rewards and Recognition Program.			
L3.1.4.12	<p>Review the Workforce Management Strategy as part of Council's adopted Resourcing Strategy.</p> <p>Signoff Authority: <i>Director Corporate</i></p>	 50%	<p>The Workforce Management Strategy is reviewed in accordance with established deadlines.</p>
L3.1.4.13	<p>Continuously improve People & Culture services, business processes and systems.</p> <p>Signoff Authority: <i>Director Corporate</i></p>	 50%	<p>Work continued on the improvement of People & Culture business processes and systems.</p>
L3.1.4.14	<p>Maintain, update and support Council's core business systems, coordinate reviews and facilitate enhancements to address identified requirements.</p> <p>Signoff Authority: <i>Manager Information Management</i></p>	 50%	<p>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 800 IM Helpdesk Requests/Tasks received - resulting in 815 actions/improvements being completed.</p> <p>System enhancements continue to be made through the of development of reports, system automation and</p>

			general system improvements across a number of core systems
Key Achievements			
Continued expansion of the Operations Department mobile device program, which enables staff to receive and complete work orders in the field. The Buildings Maintenance team commenced utilisation of this program in July 2021. Inactive Users Audit of TechnologyOne applications was conducted in July 2021. Inactive Users Audit of TechnologyOne applications was conducted in October 2021. TechnologyOne version upgrade, 2021B, in October 2021 Updating of eServices to include 3D Models of proposed developments made available to the public.			
L3.1.4.15	Coordinate and facilitate the implementation of the ICT and Digital Strategy action plan and initiatives and ensure appropriate funding is identified. Signoff Authority: <i>Director Corporate</i>	 50%	The IM Work Delivery Program was revised and approved by the ICT Steering Committee in December. A number of projects were deferred to future years in order to commence the migration to the TechnologyOne SaaS platform. This will be the major project for the remainder of the FY21/22 as TechnologyOne have announced the end of on premises support. Minor projects have remained on the program and are progressing well.
Key Achievements			
Approval received to implement Adobe Sign to facilitate the use of digital signatures for documents, implementation commenced in January 2022.			
L3.1.4.16	Develop, maintain and deliver quality property and geographic information services including advice and training. Signoff Authority: <i>Manager Information Management</i>	 50%	All Geographical Information System (GIS) and TechnologyOne Property & Rating (PnR) databases were updated this reporting period resulting in 14 new registered plans at NSW Land Registry Services and the creation of 28 new properties and 112 new residential units. A total of 1,226 Planning Certificates were issued this period resulting in an income of \$208,411 for this part of the financial year.
L3.1.4.17	Maintain, update and support Council's Information Technology infrastructure and systems. Signoff Authority: <i>Manager Information Management</i>	 50%	Routine checks during the period included monthly physical inspections of all remote sites, Windows Security Patches were installed on servers and PC's. Projects were completed or progressed to schedule this period. Office 365 has been the primary project over the last quarter and Council have now migrated all staff to Office 365.
Key Achievements			
Migration to Office 365 consumed all resources in the last quarter. It was an achievement to keep other areas progressing.			






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. Signoff Authority: <i>Director Community</i>	
Comments		
Progressing as scheduled. Council continues to foster community engagement and participation through a new Community Engagement Policy, guidance materials for all staff and the development of a new Community Engagement Register. Media coverage and social media commentary relating to Council is monitored and reported on a regular basis.		


Operational Plan Tasks

Code	Description	Progress	Comments
L4.1.1.1	Liaise with staff to ensure new Community Engagement Policy is understood and provide support as needed. Signoff Authority: <i>Manager Corporate Communications</i>	 50%	Managers have been briefed on the new Community Engagement Policy as well as relevant individuals and teams. Ongoing support with community engagement to ensure adherence to the policy is being provided on an ongoing basis. Face to face training will be provided by an external consultant once COVID-19 public health restrictions are lifted.
L4.1.1.2	Ensure guidance material is fit for purpose and enhance/amend as needed. Signoff Authority: <i>Manager Corporate Communications</i>	 50%	Guidance materials are to be made available on the new intranet with additional documents developed in consultation with staff as required.
L4.1.1.3	Referring to the Community Engagement Register and community engagement champions, continue to monitor and report on the outcomes of community engagement and consultation. Signoff Authority: <i>Manager Corporate Communications</i>	 50%	The Community Engagement Coordinator works closely with staff across Council to monitor and support delivery of community engagement activities. The Community Engagement Register is currently being adapted to ensure it is fit for purpose and will be published on the new intranet when launched.
L4.1.1.4	Monitor and apply corporate communications and visual design standards to Council's communication materials, products and website. Signoff Authority: <i>Manager Corporate Communications</i>	 50%	Third party use of the logo is being managed through the corporate standards manual on an ongoing basis.
L4.1.1.5	Monitor Council's services, programs, policies and achievements via all forms of media. Signoff Authority: <i>Manager Corporate Communications</i>	 50%	Media coverage and social media commentary of the Council is monitored on an ongoing basis and distributed to Councillors and senior staff

Term Achievement

Code	Description	Progress
L4.1.2	Contribute to enhancing and protecting Council's reputation and public image. Signoff Authority: <i>Director Community</i>	
Comments		
Progressing as scheduled. Council continues to enhance and protect Council's reputation and public image, Highlights for the reporting period include promotion about Council elections and new Mayor/Deputy Mayor; promotion of the opening of the Lindfield Village Green and promotion of the public exhibition of the Community Strategic Plan review and the proposal for nature play in playgrounds.		

Operational Plan Tasks

Code	Description	Progress	Comments
L4.1.2.1	Proactively manage media and digital channel information and coordinate Council's actions in response. Signoff Authority: <i>Manager Corporate Communications</i>	 50%	Council continues to proactively manage media and digital channel information. Highlights during the period include promotion on Council elections and new Mayor/Deputy Mayor; promotion of the opening of the Lindfield Village Green and promotion of the public exhibition of the Community Strategic Plan review and the proposal for nature play in playgrounds. The design team have produced around 20 animations and videos in this period.

HAVE YOUR SAY

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

How to get involved

1. Visit Council's website www.krg.nsw.gov.au to:
 - Access the *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 - 2022 and Operational Plan 2021 - 2022 by reading performance reports at www.krg.nsw.gov.au/performance-reports
 - Subscribe to newsletters, updates and announcements at 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
 - Contact your local Councillor at 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
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
Phone 02 9424 0000
Live web chat via www.krg.nsw.gov.au



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