



Revised

DELIVERY PROGRAM 2013-2017 & OPERATIONAL PLAN 2016-2017

JUNE 2017



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Theme: Community, People and Culture

Performance Indicators

Code	Description	Baseline	Yearly Target	Units	Achieved Amount	Yearly Rating Image
C1.1.1.A	Utilisation levels for children's services.	Annual target of 90% utilisation of children's services. (Data source: Council)	90	%	87	
<p>Comment: Overall demand for Council provided child care services are increasing. Under achievement in overall utilisation target is due to staged enrolments for the opening of 2 new vacation care centres and temporary cessation of new enrolments at Thomas Carlyle Children's Centre due to building renovations.</p>						
C1.1.1.B	Participation in youth service programs.	Annual target of 5,000 participants in youth programs. (Data source: Council)	5,000	Participants	6,240	
C1.1.1.C	Participation in aged and disability service programs.	Annual target of 2,100 participants in aged and disability programs. (Data source: Council)	2,100	Participants	3,097	
C1.1.1.D	Support for community organisations.	In 2011/12 there were 90 community organisations supported. (Data source: Council)	90	Organisations	106	
C1.1.3.A	Utilisation of art-centred courses.	Annual target of 90% take-up of courses. (Data source: Council)	90	%	90	
C1.1.3.B	Visits to libraries.	Annual target of 600,000 visits or more per year to libraries. (Data source: Council)	600,000	Visits	521,650	
<p>Comment: While the total number of visits to libraries is diminishing due in part to increasing online usage of library resources, the refurbished Gordon library continues to exceed visit expectations due to the availability of space and a fitout that can accommodate the variety of uses that the community now seeks in a library. This includes areas for people to sit and read, study, work, meet with others and participate in library programs. Despite having sufficient staff and library collections Council's other three branch libraries at Lindfield, Turramurra and St Ives currently have limited opportunities to provide these expanding uses. Accordingly numbers of visits to these libraries have reduced. These libraries are being reorganised to encourage visits from our local community and the recent upgrade to the wi-fi access should also help to improve our visit figures in the coming months. Council's current master-planning for the Lindfield Community Hub, which will include a new library, will address the limitations of the present Lindfield site. In addition to this, the Gordon branch was closed for a period of time for a lighting upgrade and equipment failure has resulted in periods of missing data.</p>						
C1.1.3.C	Visits to library website.	Annual target of 50,000 visits or more per year to the library website. (Data source: Council)	50,000	Visits	176,414	

C1.1.2.A	Level of user satisfaction with community services and programs. These programs are inclusive of families, people with disabilities, older people, children, young people, people with culturally and linguistically diverse backgrounds.	In 2011/12 there was an average 85% user satisfaction with all programs. (Data source: Council)	85	%	95	
C2.1.1.A	Community participation at major supported community events.	Annual target of 30,000 participants at major local events supported by Council. (Data source: Council)	30,000	Participants	45,000	
C2.1.1.B	Loans per resident per year.	Annual target of 7.8 loans per resident per year. (Data source: Council)	7.8	Loans	7.1	
Comment: The reduction in loans per resident per year is likely due in part to an increase in Ku-ring-gai's population exceeding the growth in library loans. This statistic is expected to fluctuate, depending on the demographic profile of new residents, their knowledge of Council services and facilities and inclination to access library loan services.						
C2.1.1.C	Library loans per year.	Annual target of more than 900,000 library loans per year. (Data source: Council)	900,000	Loans	936,792	
Comment: This figure includes e-loans or online resources. Over 60 000 e-loans were borrowed during the period including eAudio, eBooks, comics, films, magazines and music.						
C4.1.1.A	Participation in leisure and cultural activities supported by Council.	During 2012/2013 over 100,000 people participated in selected leisure and cultural activities supported by Council. (Data source: Council)	100,000	Participants	100,000+	
C4.1.1.B	Participation in active recreation programs supported by Council.	In 2012/2013 there were 800 registrations for active recreation programs. (Data source: Council)	800	Registrations	738	
Comment: The transfer of the Active Kids program to a new Council Vacation Care Centre, in addition to the transfer of golf programs at North Turramurra to the MI Golf Program has resulted in lower registration numbers in 2016/17, as these figures are not included.						
C4.1.2.A	Land acquired through S94 Contributions for new recreational open space.	Annual target of land acquisition for new recreational open space. (Data source: Council)	2,000	m ²	0	
Comment: The annual target of 2,000m ² of land to be acquired for recreational open space purposes was not achieved during 2016/2017 due to Council having now acquired the majority of land reserved under the Ku-ring-gai Local Environmental Plan (Local Centres) 2012 for this purpose, with only two remaining parcels to be acquired. These properties total in area 1,973m ² . At present the owners have advised they are not seeking to sell.						
C5.1.1.A	Swimming pool safety inspection program.	Completion of swimming pool barrier inspection program within set timeframes and budget. (Data source: Council)	100	%	100	
C5.1.1.B	Companion animal management compliance.	Annual target of 90% registration of companion animals within Ku-ring-gai. (Data source: Council)	90	%	95	



C7.1.1.A	Fire trails improvements and hazard reduction.	Annual target of 80% completion for both fire trail improvement program and hazard reduction program. (Data source: Council)	80	%	100% of fire trail works completed. 100% of fire breaks and Asset Protection Zones maintained. 45% of hazard reduction burn program completed.	
Comment: While 100% of fire trails completed which included annual maintenance program and grant funded improvement works at Koombalah Fire Trail, the hazard reduction burn program was impeded due to unfavourable weather conditions that were not conducive to completing hazard reduction burns. Four burns out of nine were completed						

Theme: Community, People and Culture

Issue: Community Wellbeing

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
C1.1.1	<p>Council's policies, programs and advocacy address the social and health needs of all age groups, reduce disadvantage and address gaps in service provision.</p> <p>Responsible Officer: Director Community</p>		NSW Ageing Disability & Homecare, Northern Sydney Region of Councils, NSW Department of Community Services, Department of Family and Community Services, Department of Health, NSW Department of Health, NSW Department of Education and Communities, NSW Office of Communities - Youth, NSW Police, Local Community Groups	Deliver, Advocate, Lead
Comments				
<p>Council's policies and programs are developed to address social and health needs across all population segments and target groups. Priority recommendations have been implemented from Council's Ageing Strategy, Youth Strategy and Children's Services Needs Plan, and related services and programs have been successfully Council's policies and programs are developed to address social and health needs across all population segments and target groups. Priority recommendations continued to be implemented from Council's Ageing Strategy, Youth Strategy and Children's Services Needs Plan, and related services and programs have been successfully delivered to support these strategies.</p> <p>Progressed in accordance with Delivery Program – Year 4</p>				

Critical Action

Code	Description	Progress	Comments
C1.1.1.1	<p>Effective responses are made to changing needs of the community.</p> <p>Responsible Officer: Director Community</p>	 100%	<p>Council's dissemination of important demographic and economic employment data and analysis to the organisation, the community and government organisations continues to inform current and future strategic planning for Ku-ring-gai and the northern Sydney region. The updated Ku-ring-gai Demographic Profile and Community Atlas utilising 2016 Census will be available on Council's website in July 2017. Information sessions for Council staff, community groups and residents will be held in July 2017 highlighting the key demographic changes and local trends.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
C1.1.1.1.1	<p>Provide contemporary demographic profile data and analysis to the community and organisation to assist in developing effective responses to the changing needs of the community.</p> <p>Responsible Officer: Director Community</p>	 100%	<p>The Ku-ring-gai Demographic Profile and Community Atlas has been continuously updated during the reporting period. Demographic and economic data is readily accessible to the Council and external organisations via our website. The Atlas continues to assist in conducting research for community services and business feasibility studies, population forecasting and analysis of demographic trends.</p> <p>The updated Ku-ring-gai Demographic Profile and Community Atlas utilising 2016 Census will be available on Council's website in July 2017. Information sessions for Council staff, community groups and residents will be held in July 2017 highlighting the key demographic changes and local trends.</p>

Critical Action

Code	Description	Progress	Comments
C1.1.1.2	<p>Review, evaluate and implement strategies, plans, policies, programs and services.</p> <p>Responsible Officer: Director Community</p>	 99%	<p>A comprehensive range of community and cultural services continued to be delivered during the reporting period to meet the needs of the community, Of particular note are Council's seniors program and children's programs, which continue to experience high utilisation levels. This reflects increased demand for these activities as the Ku-ring-gai population ages and concurrently experiences growth in young age groups as a result of significant growth in new dwellings.</p>

Key Achievements

The Ku-ring-gai Council Family Day Care Scheme has received the highest possible quality rating exceeding the National Standards for Early Childhood Services, Currently there are only 20% of schemes across Australia with this rating.

Council commenced 2 new vacation care centres in St Ives and West Lindfield in response to community demand for school holiday programs. This has resulted in 325 additional vacation care places per week with an average daily utilisation level of over 96% across all programs.

Operational Plan Tasks

Code	Description	Progress	Comments
C1.1.1.2.1	<p>Implement priority recommendations and programs from Council's Ageing Strategy.</p> <p>Responsible Officer: <i>Manager Community Development</i></p>	<p> 100%</p>	<p>Our Seniors in Action Program continues to experience high utilisation levels and demand for activities is increasing with many activities booked out. Over 1,115 seniors participated in activities during this 6 month period and these included seminars on responsible dog ownership and understanding the changes to the pension assets test, and when and what to expect with the roll out of the NBN in this area. The weekly falls prevention and back to basics classes remain popular with 146 seniors attending at one of the 3 venues at Gordon, Lindfield and North Turrumurra. A new series Qi Gong classes was offered in the second part of this 6 month period in response to a popular Seniors Festival Come & Try Day. Customer feedback surveys indicate a 98% satisfaction rating across all seniors programs. In order to assist local residents Council staff attended a training workshop on recognising Elder Abuse and a Changes in the Aged Care Sector seminar on the effects of local service provision and future funding arrangements.</p>
C1.1.1.2.2	<p>Implement priority recommendations and programs from Council's Youth Strategy.</p> <p>Responsible Officer: <i>Manager Community Development</i></p>	<p> 100%</p>	<p>For the period from 1 January to 30 June 2017, there was a total attendance of 3,979 at youth services related activities.</p> <p>Council's Youth Services team delivered a range of skill development programs including Shine on Stage (live performance), iPad Help for Seniors, first aid training, Sound Recording and Production workshops, Krav Maga Self Defence workshops, art classes, community outreach barbecue and school holiday programs.</p> <p>One of the key achievements of the AWOL Youth Hub (Gordon) is a gradual increase in the participation of young women in the various drop-in activities. For the six month reporting period there has been a 13% increase in female participation when compared with the same period in 2016.</p> <p>Council officers chaired the Hornsby Ku-ring-gai Youth Services Network and facilitated the planning, coordination and delivery of a number of projects for young people in the area including the 6th annual Ku-ring-gai/Hornsby Mental Health Youth Forum.</p>

C1.1.1.2.3	<p>Implement priority recommendations from Childrens Services Needs Plan.</p> <p>Responsible Officer: <i>Manager Community Development</i></p>	<p> 100%</p>	<p>The St Ives Kids Club Vacation Care Centre was successfully relocated to the Corpus Christie School including licensing and all other regulatory approvals. Current bookings indicate close to 100% utilisation levels will be achieved at this new service which demonstrates the high demand for vacation care programs in Ku-ring-gai.</p> <p>The West Lindfield Vacation Care Service commenced operation in April 2017 and also indicating very high levels of utilisation.</p> <p>The number of licensed places at Thomas Carlyle Children's Centre have increased from 53 to 55. The increase in places were in the 0-2 years age group which currently experience the highest demand for child care. During this period the Centre also carried out a number of internal building improvements including enlarged sleeping and play areas, new storage and nappy change facilities and painting of all the rooms and fixtures. Overall during this period, the Centre experienced utilisation levels of over 96%.</p>
C1.1.1.2.4	<p>Deliver quality children services to meet the needs of local families, including immunisation, vacation care, long day care and family day care.</p> <p>Responsible Officer: <i>Manager Community Development</i></p>	<p> 100%</p>	<p>The Ku-ring-gai Council Family Day Care Scheme has received the highest possible quality rating, exceeding the National Standards for Early Childhood Services. The Scheme was assessed against 7 quality standards including educational program and practise, children's health and safety, physical environment, relationship with children, staffing arrangements, collaborative partnerships with families and communities, leadership and service management. Currently there are only 20% of schemes across Australia with this rating.</p> <p>Council is now offering four vacation care services and these are all operating to full capacity. This has increased the number of children and families able to access the services and offers an additional 300 places per week.</p> <p>The immunisation service continues to grow through the use of online bookings and this has enabled greater efficiencies particularly in reducing the waiting periods for parents and effective staff rostering.</p>
C1.1.1.2.5	<p>Library programs are developed and delivered for all age groups, including accessing technology-enabled information and supporting literacy.</p> <p>Responsible Officer: <i>Manager Library & Cultural Services</i></p>	<p> 100%</p>	<p>The first half of 2017 has continued to see a steady stream of participants of all ages engage with library programs. Activities have included the following</p> <ul style="list-style-type: none"> - Introduction of three new programs <ul style="list-style-type: none"> * Create and Explore for adults who are interested in handicrafts, learning about new apps and 3D printing * Creator Club for school aged children with 4 different activities on offer that rotate across all 4 libraries * Missing Chapter Book Club for primary aged children. In this club, each reader gets a book with a twist - the final pages are sealed and group members discuss how they might end the story before seeing how the author did it. This stimulates reading, creativity, co-operation and team-work in young people. - 5,500 children under the age of 5 have shown that the Library's pre-school programs continue to be popular, with extra sessions being implemented at Turramurra from the start of 2017.



		<p>- Author talks continue to play an important role, with a diverse range of speakers providing engaging presentations for adults about new release books or changes to the seniors' assets testing. Highlights have included talks by –</p> <ul style="list-style-type: none">* Nicola Gates discussing her book "A Brain for Life" - discussion with the audience about ways to keep mentally active and health benefits* Grantlee Kieza explaining the process in creating "Mrs Kelly" and sharing experiences in the Glenrowan region* Liam Pieper chatting about his book "The Toymaker" as a launch event for the Sydney's Writers Festival* Isolde Martyn previewing her newest title as part of a Cancer Council Biggest Morning Tea event* Bill Hosking, QC, whose vocal audience enjoyed the discussion about "Justice Denied"* Tom Keneally and his daughter Meg chatting about their new book, 'The Unmourned', second in a trilogy that reveals some uncomfortable aspects of our history <p>- A variety of displays continue to be provided to alert library users to different resources available across the library collection and on issues of interest to them at different stages of their lives. These include :</p> <ul style="list-style-type: none">* Water safety* Bilingual display on health and well-being* Community transport* The human spirit in adversity* Anzac Day* Library Lovers Day* Chinese New Year with 1,000 paper cranes* Easter* Volunteering in your community* Law Week, with an emphasis on women in the law, <p>- Major exhibitions include :</p> <ul style="list-style-type: none">* Charles Bean - more than a war correspondent* War at sea - focus on the Navy* Winners of the Ku-ring-gai Architecture and Urban Design Awards* Mad for science - promoting the exploration of all aspects of science
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<p>C1.1.1.2.6</p>	<p>Implement priority recommendations from State Library review within available resources.</p> <p>Responsible Officer: Director Community</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>The focus by the State Library review on staff skills and attitude have been tackled by recruitment, training, and providing staff opportunities to work in different areas of library work to enable their all-round ability to serve our community. This also supports their career development. A focussed review of the collection has resulted in re-balancing different parts and more budget being redeployed to increase areas of high usage. Gradually, all branches are refreshing their furniture and layout to improve access and encouraging members of the public to stay and enjoy the environment as well as the resources and staff skills at their disposal. Staff areas also are being reconfigured where possible to improve work flow and safe movement.</p>
<p>C1.1.1.2.7</p>	<p>Proactively collaborate with other organisations to facilitate and host educational, cultural and information programs.</p> <p>Responsible Officer: Manager Library & Cultural Services</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>The community focus in this period has been on engaging partnerships with Council and NSW Government departments to bring information to our residents. A mix of author encounters, information sessions and services were held at each of our libraries. The events included Financial Costs for Aged Care from the Department of Human Services, an assessment of water and energy usage for our Cantonese and Mandarin speakers in conjunction with Council's Environment and Sustainability Department, 'Scam Awareness' talk with the Department of Fair Trading, Law Week events on Wills and Power of Attorney, free hearing tests from Australian Hearing, author talks with Tom and Meg Kenneally, Susi Prescott, Bill Hosking, Paul di Michael and this year's inaugural Sydney Writer's Festival event with Liam Pieper.</p> <p>The community has also embraced our introduction of social clubs with Mah-jongg becoming a weekly gathering at each of our branch libraries. Other clubs that have become a stable are Cryptic Crossword, Scrabble and the Lego Creator Club. The focus on Brain Health is one that our Library staff are taking seriously and with the increase in attendance at our branches it looks like our residents agree!</p> <p>The Library's programs delivered with specialist partners have been eagerly embraced by our community. The Library's role is to assist members of the public participate fully in their society as informed members. Government and Council plays a valuable role in supporting this goal.</p> <p>Bookshops and publishers help the Library bring authors to their readers and the Library was very excited to participate in the Sydney Writer's Festival for the first time. Staff members, Melanie Mutch and Martin Leroi, demonstrated hidden talents as facilitators of discussion with guest authors.</p> <p>The Library's support for social clubs is another way of supporting the growth and development of people's literacy and numeracy skills with the activities hosted require mental agility which helps on-going mental health.</p>



<p>C1.1.1.2.8</p>	<p>Develop and deliver arts and cultural programs including classes, workshops and exhibitions, and specialist programs at the Art Centre.</p> <p>Responsible Officer: <i>Manager Library & Cultural Services</i></p>	<p> 100%</p>	<p>The period from January 1 to June 30 has been a successful end to the financial year. Shipra Shah's 2nd workshop, Introduction to Botanical Art, brought new students to the Centre, and was a good lead-in to Shipra taking over a term watercolour class from Semester 2. Tony Belobrajdic's 2nd workshop Painting Watercolours In Impressionistic Style in May had wonderful feedback from attendees.</p> <p>The Famous Landmarks Exhibition in May/June showcased students work themed on interesting places that they have seen or imagined visiting. Another successful opening night saw students bring family and friends along to enjoy the event.</p> <p>Term 2 numbers from April to June were steady and continued on successfully from Term 1 bookings. Stephanie Galloway-Brown took over the Monday night painting class. Her class numbers were high following her successful tutors focus and workshops in this period.</p>
<p>C1.1.1.2.9</p>	<p>Implement recommendations of Art Centre review within available resources.</p> <p>Responsible Officer: <i>Manager Library & Cultural Services</i></p>	<p> 100%</p>	<p>Throughout this period the Art Centre has reached a significant number of new users via our Facebook page. Centre staff have been posting at different times of the day to see trends and how we can continue to reach new target markets. We have also increased our followers in this period.</p> <p>The Holiday Program Garden-related courses had full numbers in the April program. We have included them again in the June/July program due to high demand.</p> <p>The Art Centre team had another successful meeting with Fresh Tracks regarding stage three of the Garden Project. A landscape designer visited to discuss ideas for the layout of the garden and how we can include all senses for the 'sensory garden' concept. The next step is to review and finalise the follow up design before organising the teams of people to assist in creating the new project. Discussions with a representative from Roseville Chase Rotary Club as a potential funding partner have also taken place.</p>
<p>C1.1.1.2.10</p>	<p>Review and update the 2005 to 2009 Ku-ring-gai Community Plan.</p> <p>Responsible Officer: <i>Director Community</i></p>	<p> 90%</p>	<p>The draft Ku-ring-gai Community Needs Study target group analysis reports are close to completion. They include children and families, young people, older people, people with disabilities and people from culturally and linguistically diverse backgrounds. Research activities undertaken to date have included:</p> <ul style="list-style-type: none"> - documentation of key Commonwealth and NSW State government policies, legislation and plans, - review of recent social research plans and reports relevant to Ku-ring-gai, - review of Council social and strategic planning documents - road testing of key issues and needs with various stakeholders - identification of key issues and themes relevant to all target groups



			<p>Reason</p> <p>This task is not complete as Council are currently waiting for release of 2016 Census data by the Australian Bureau of Statistics to update the demographic profile and incorporate demographic changes and trends into the analysis of the various target group reports.</p> <p>Remedial Action</p> <p>Extensive discussions has been held with id.Community to prepare an updated community demographic profile including a snapshot introducing each target group chapter. Council anticipates that this information will be available in July 2017.</p>
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Critical Action

Code	Description	Progress	Comments
C1.1.1.3	<p>Develop partnerships with the community and key stakeholders to deliver community programs.</p> <p><i>Responsible Officer: Director Community</i></p>	<p> 100%</p>	<p>During the period Council continued its very successful development of new and established partnerships with community groups and other government organisations to plan for and deliver a range of community programs. Of note are the partnerships established with the 2017 Ku-ring-gai Youth Week Program and Seniors Festival 2017.</p>

Key Achievements

The successful delivery of the Ku-ring-gai Hornsby Mental Health Youth Forum held at Macquarie University with 250 students and 30 teachers from 16 high schools collaborated to reduce the stigma associated with mental health issues.

The popular Seniors Festival in 2017 was delivered over a 4 week period in March 2017 in Ku-ring-gai with over 30 events run by Council in partnership with community groups attended by local seniors.

Operational Plan Tasks

Code	Description	Progress	Comments
C1.1.1.3.1	<p>Implement Youth Week program in cooperation with local community groups.</p> <p>Responsible Officer: <i>Manager Community Development</i></p>	<p> 100%</p>	<p>Shoreshocked is a free live music festival held annually in Youth Week by nine partner Northern Sydney councils and several community service organisations. The event was held on Saturday 1 April 2017 in St Leonards Park and attracted over 2,000 young people and family members. There was a range of interactive information and referral stalls incorporated into the program which ensured that young people could access the services that are important to them (i.e. sexual health, youth services, mental health, community safety). Youth engagement was an important component of the event with young people actively involved in the planning, coordination, implementation and evaluation of the event.</p> <p>The 6th annual Ku-ring-gai Hornsby Mental Health Youth Forum was held in April 2017 at Macquarie University. The Forum was an opportunity for 250 students and 30 teachers from 16 high schools to collaborate to reduce the stigma associated with mental health issues through the development of practical, youth driven pathways to well-being. Twenty partner organisations were actively involved in the forum, listening to young people's views on important issues and providing feedback on their project ideas.</p> <p>During Youth Week Council also held Discobility, a dance party for young people with additional needs and their friends. The event incorporates dancing, singing, dressing up, and playing musical instruments in a festive and inclusive environment.</p>
C1.1.1.3.2	<p>Implement Seniors Festival of events in cooperation with local community groups.</p> <p>Responsible Officer: <i>Manager Community Development</i></p>	<p> 100%</p>	<p>The annual Seniors Festival in 2017 was delivered over a 4 week period in March 2017. In the Ku-ring-gai LGA over 30 events were run by Council in partnership with community groups for our local seniors starting with our annual seniors morning tea concert at Turramurra Uniting Church. At this concert the Mayor presented 12 awards to very worthy recipients to acknowledge their contributions to our community. Over 140 people were in attendance and entertained by the talented students from Ku-ring-gai High School. The students from the school's SRC also helped with the set up and the serving of the morning tea.</p> <p>Following on from the success in 2016, Council's youth services team ran the highly successful inter-generational iPad help program. This year 10 young volunteers worked one on one with 20 seniors over 2 afternoons helping them navigate their I pads.</p> <p>Event Cinemas once again generously sponsored a free movie which attracted 150 seniors.</p>



			<p>The Council Seniors Week Program also included</p> <ul style="list-style-type: none"> - Introductory Qi Gong session to help seniors learn breathing and meditation techniques - Cooking demonstrations featuring recipes for Easter ideas - Seminars on local history, - Open days for local services to profile their programs and organise social get-togethers - Computer classes - Community garden info session - Croquet Club open day <p>Planning for the 2018 Seniors Festival program will begin in the 1st quarter of 2017/2018 and initial approaches have been made to local community groups and churches through members of the Seniors Activity Committee.</p>
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Critical Action

Code	Description	Progress	Comments
C1.1.1.4	Identify funding gaps for program delivery and resource requirements. Responsible Officer: Director Community	 100%	<p>The 2016 Ku-ring-gai Community Grants applications were reported to Council and funds were distributed to community groups. In total, Council approved 49 grants to local community organisations totalling \$97,506.</p> <p>The 2017 Ku-ring-gai Community Grants program has commenced with applications closing in July 2017. A Community Grants Information Workshop was conducted to emphasise guidelines and objectives, specify requirements for completing on-line application forms and answer any questions relating to their application.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
C1.1.1.4.1	Resource and support local initiatives and volunteer organisations through the Ku-ring-gai Community Grants program. Responsible Officer: Director Community	 100%	<p>The 2016 Ku-ring-gai Community Grants applications have been reported to Council for consideration and funds have been distributed to community groups. In total Council approved 49 grants to local community organisations totalling \$97,506.</p> <p>The 2017 Ku-ring-gai Community Grants program has commenced with applications closing in July 2017. A Community Grants Information Workshop was conducted to emphasise guidelines and objectives, specify requirements for completing on-line application forms and answer any questions relating to their application.</p>

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
C1.1.2	<p>Access has increased for communities that face barriers to using social services and facilities.</p> <p>Responsible Officer: Director Community</p>		<p>NSW Ageing Disability & Homecare, Northern Sydney Region of Councils, NSW Department of Community Services, Department of Family and Community Services, Department of Health, NSW Department of Health, NSW Department of Education and Communities, NSW Office of Communities - Youth, NSW Police, Local Community Groups</p>	Facilitate, Deliver, Advocate
Comments				
<p>Council continued to deliver innovative programs in response to identified community needs, including accessibility issues and social isolation as per the Access and Disability Inclusion Plan.</p> <p>Progressed in accordance with Delivery Program – Year 4.</p>				

Critical Action

Code	Description	Progress	Comments
C1.1.2.1	<p>Develop and implement programs that respond to community needs and address a range of accessibility issues and alleviate social isolation.</p> <p>Responsible Officer: Director Community</p>	 100%	<p>During the period Council continued to implement recommendations from the Access and Disability Inclusion Plan, which cover a range of deliverables that support Council and the community to work together to build a more accessible and inclusive community that embraces the rights and values of all people.</p>
Key Achievements			
<p>Council was congratulated for being one of the first local government authorities in NSW to develop and commence implementation of an Access and Disability Inclusion Plan. Council was also acknowledged by the Minister for Disability and local members of parliament for its primary involvement in the establishment and ongoing support for the Freshtracks Equipment Showcase.</p>			

Operational Plan Tasks

Code	Description	Progress	Comments
C1.1.2.1.1	<p>Implement priority recommendations from Access and Disability Inclusion Plan.</p> <p>Responsible Officer: <i>Manager Community Development</i></p>	<p> 100%</p>	<p>During this period a number of activities were undertaken to implement Council's Access and Disability Inclusion Plan including:</p> <ul style="list-style-type: none"> - Launch of Council's Access and Disability Inclusion Plan by the NSW Minister for Disability and attended by over 39 community organisations at the Ku-ring-gai Fitness and Aquatic Centre - Freshtracks Equipment Showcase - Ku-ring-gai Council was acknowledged by the Minister for Disability and local members of parliament for our primary involvement in the establishment of the service and ongoing support. The Mayor received a special accolade for our Council being one of the first in NSW to develop and commence implementation of the Access and Disability Inclusion Plan. - Council continues to support the Ku-ring-gai Chase Special Olympics Fun Run which assists in raising community awareness and much needed funds. - Council was successful in gaining over \$13,000 in funding to purchase a hoist and an adult change table for the Ku-ring-gai Fitness and Aquatic Centre. This new equipment when operational will significantly improve access to the facility for people with additional needs and their families. - Online DA accessibility – investigation has commenced on improving the accessibility of Council's new online DA tracking system for people with additional needs.
C1.1.2.1.2	<p>Deliver Home Library Service and Library bus service.</p> <p>Responsible Officer: <i>Manager Library & Cultural Services</i></p>	<p> 100%</p>	<p>The Home Library and Libraribus team are important contributors to Council's commitment to addressing accessibility issues and alleviating social isolation. During the year, the team made over 3,700 deliveries of books and other library material to housebound residents, and provided over 1,000 door-to-door trips to the library for customers without accessible transport.</p>

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
C1.1.3	Our community facilities are accessible and function as cultural hubs to attract a range of users. <i>Responsible Officer: Director Community</i>		NSW Ageing Disability & Homecare, Northern Sydney Region of Councils, NSW Department of Community Services, Department of Family and Community Services, Department of Health, NSW Department of Health, NSW Department of Education and Communities, NSW Office of Communities - Youth, NSW Police, Local Community Groups	Facilitate, Deliver, Lead
Comments				
Improvements continued to be implemented on community facilities during the year. Due to bush fire risk management issues affecting suitability of the proposed location for Council's new cultural and environmental education centre, investigations in 2017 – 2018 will focus on an alternative site for the centre within the St Ives Precinct. Progressed in accordance with Delivery Program – Year 4.				

Critical Action

Code	Description	Progress	Comments
C1.1.3.1	Continue to enhance our community facilities. <i>Responsible Officer: Director Community</i>	 97%	During the reporting period attendance at KFAC continued to exceed expectations. The yearly income to June was \$4,749,739 against an expenditure of \$4,336,649. Staff and Royal Life are researching lighting options for the indoor pool deck along with additional lighting, blinds and further window glazing to reduce the glare on the indoor pools, and an adult change table is in planning.
Key Achievements			
An above budget attendance resulting in a \$184,736 better than budget performance. The continuing positive relationship with the YMCA.			

Operational Plan Tasks

Code	Description	Progress	Comments
C1.1.3.1.1	<p>Work in partnership with YMCA to ensure facilities continue to meet consumer demands.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	 95%	<p>The following works and improvements were investigated in conjunction with YMCA during the reporting period:</p> <ul style="list-style-type: none"> - Tenders have been called for the inclusion of pool blankets for the indoor program and 25m pools at KFAC. This will present a significant ongoing cost saving to the YMCA and Council and reduce the imprint on the consumption of energy. - Council has received design options from Suters to allow an adult change table to be incorporated into the pool deck accessible change room. Funding will be a collaborative effort from Council, YMCA and possible grant funding. - Council is researching lighting options for the pool deck including consulting with Royal Life to develop the best design. Additional lighting, blinds and further window glazing are all possibilities to reduce the glare on the indoor pools.
C1.1.3.1.2	<p>Co-ordinate programming with YMCA to ensure a range of services and programs are provided for identified target groups.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	 95%	<p>During the reporting period there were 140,000 visits to the swim centre which peaked in February and March due to the warmer weather and school swimming carnivals.</p> <ul style="list-style-type: none"> - Casual Swimming and Learn to Swim program (s) continue to make up approximately 75% of visitations at KFAC - Memberships continue to increase for the centre with over 150 new memberships for the reporting period - The \$10 for 10 days campaign which commenced from March - April led to 659 sales and 91 new members (14% conversion rate). - Swim School continues to remain efficient and popular in the community with a 86% occupancy in classes which includes a total of 1745 people enrolled across the YMCA program. - Group fitness (dry) numbers continue to increase and show improvements with an average of 14 participants per class with high attendance continuing in all of the 9.30am weekday classes as well as both Yoga and Pilates classes. PrYme fitness classes for seniors have also shown growth over the period with more classes been conducted and average of just over 400 participants taking part in these classes. - Girl Make your Move and the YMCA teamed up to give girls around Australian an opportunity to get active by offering a 30 day free health and fitness access to all girls aged 12 to 19 years old. The centre signed up 69 girls members through this campaign.

C1.1.3.1.3	<p>Improve way finding signage (internal and external to Bicentennial Park).</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	 100%	<p>The delivery, installation and commissioning of the main marker sign located on Ryde Road, West Pymble was completed in early March. This sign is the final instalment for the way finding signage project.</p>
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Critical Action

Code	Description	Progress	Comments
C1.1.3.2	<p>Investigate opportunities for a local multipurpose cultural facility.</p> <p>Responsible Officer: <i>Director Community</i></p>	 0%	<p>Opportunities continue to be investigated for a local multi-purpose cultural facility, however, progress has been delayed.</p> <p>Reason</p> <p>Bush fire risk management issues, identified at the initial stages of the detailed design and costing stage, have deemed the construction of the cultural and environmental education centre unsuitable at the desired Ku-ring-gai Wildflower Garden site. Investigations into an alternative site are now under way within the Precinct.</p> <p>Remedial Action</p> <p>The project requires a report to Council following further site investigations.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
C1.1.3.2.1	<p>Obtain approvals for and begin construction of a multipurpose cultural and educational centre at the Wildflower Garden</p> <p>Responsible Officer: <i>Manager Environment & Sustainability</i></p>	 0%	<p>Councillors and senior management were briefed in February 2017 on the progress of the cultural and environmental education centre project. Bush fire risk management issues, identified at the initial stages of the detailed design and costing stage, have deemed the construction of the centre unsuitable at the desired Ku-ring-gai Wildflower Garden site. Alternative sites for the centre exist within the St Ives Precinct (at the old nursery site and showground site), each with their advantages and disadvantages. Further feasibility analysis is required to determine the most appropriate site for the centre, which is currently reliant on the outcomes of other strategic decisions that impact the Precinct, namely the implementation of the Ku-ring-gai Destination Management Plan and the potential provision of sporting facilities.</p> <p>Reason</p> <p>Bush fire risk management issues have deemed the construction of the cultural and education centre unsuitable at the desired Ku-ring-gai Wildflower Garden site.</p>



			<p>Remedial Action</p> <p>Further feasibility analysis is required to determine if an alternative site for the cultural and education centre is feasible within the St Ives Precinct.</p>
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Issue: Cultural Diversity and Creativity

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
C2.1.1	<p>Ku-ring-gai's rich cultural diversity and creativity is celebrated through programs and events.</p> <p><i>Responsible Officer: Director Community</i></p>		NSW Community Relations Commission	Facilitate, Deliver
<p>Comments</p> <p>Council continued to deliver a diverse program of cultural events to the community resulting in high satisfaction ratings from participants. Cultural events continued to be promoted across a range of online avenues including Council's web site, Facebook, Twitter and Instagram. Council's Sponsorship Program also provided financial assistance to community groups presenting cultural events and initiatives.</p> <p>Progressed in accordance with Delivery Program – Year 4.</p>				

Critical Action

Code	Description	Progress	Comments
C2.1.1.1	<p>Opportunities are identified, provided and promoted for the community to share cultural experiences.</p> <p><i>Responsible Officer: Director Community</i></p>	 100%	<p>Opportunities to promote and share cultural experiences continued to be provided in partnership with organisations during 2016/2017. Highlights included the International Women's Day event, a Health Expo and NSW Senior Week program 'Tell your Story", the library's Heritage Week and the travelling Charles Bean exhibition curated by the UNSW ADFA Library, Canberra.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
C2.1.1.1.1	<p>Promote and support a range of cultural and nationally significant events through Council.</p> <p>Responsible Officer: <i>Director Community</i></p>	 100%	<p>International Women's Day was celebrated at the Ku-ring-gai Town Hall with over 200 people in attendance. The event, run in partnership with the Wahroonga Rotary Club, took the form of a Nepalese cultural evening including Nepalese cuisine, singing, dancing and cultural exhibits. The main address of the evening focussed on the important role that education plays in the advancement of women.</p> <p>A Health Expo presented to the Chinese speaking community was held in April and attended by over 400 people from our local area. The program of events included health presentations, information stalls, health checks, cultural performances, food stalls, arts and crafts exhibits. The event was supported by over 20 volunteers including bi-lingual interpreters and was broadcast live via Chinese media.</p>
C2.1.1.1.2	<p>Provide free access to a range of information and lending services including Local Studies and electronic resources (books, film, magazines and music).</p> <p>Responsible Officer: <i>Manager Library & Cultural Services</i></p>	 100%	<p>Key collections supporting children's literacy have seen an increase in use compared with two years ago, with a 10% increase in loans of Beginner Readers, and a 15% increase in loans of First Chapter Books. These collections are designed to support children and their families in Kindergarten to Early Primary years by providing resources which both encourage a love of reading, as well as help children to develop skills to become fluent readers. Due to the demand from our community for these resources, the library has recently boosted these collections with an injection of over 1,000 new titles alongside regular purchasing throughout the year.</p> <p>The Library also introduced popular children's Science Kits for loan in April, with kits available from both Turramurra and Gordon Libraries.</p> <p>The Library's adult fiction collection has continued to perform strongly, with over 180,000 loans for the financial year. While our community continues to prefer hard copy books, library users are also borrowing e-books in increasing numbers, with nearly 15,000 loans of ebooks and eaudiobooks via the library's popular BorrowBox application alone.</p> <p>Our community is borrowing significantly fewer books in large print text with large print loans declining by almost half compared with 2010. This decline mirrors state-wide trends, and likely related to improved general eye health over the past decade. In addition, talking books and e-books (which have adjustable font sizes) are more readily available and easier to use. These are both offered by the Library service and are proving increasingly popular in Ku-ring-gai. Customers are also borrowing books in both simplified and traditional Chinese in steadily increasing numbers, with loans of books for adults in Chinese increasing.</p> <p>In March Ku-ring-gai Council received funding from the NSW Seniors Week grants programme to conduct Tell Your Story, a video-based oral history project featuring 16 interviews with Ku-ring-gai citizens. The interviews uncovered many fascinating stories which will form the basis of an upcoming exhibition, to be displayed at Gordon Library for History Week in September</p>

			<p>2017. The interviews will also be added to the library's collection so they remain accessible for future generations.</p> <p>This project was followed by the Library's Heritage Week event in April - Charles Bean: Life and Work, a travelling exhibition curated by the UNSW ADFA Library, Canberra. The exhibition was launched by NSW Supreme Court Justice Geoff Lindsay, who delivered a fascinating address recounting the life of Charles Bean, one of Ku-ring-gai's most prominent former residents. The event was well-attended.</p> <p>The Local Studies team have also been working on improving public accessibility of the collection through continuing with digitisation efforts, and preparing the Vertical Files collection. This is a large volume of news clippings, articles and ephemera for rehousing in the Gordon Library public area. This will provide library users with increased access to this fascinating collection.</p>
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Critical Action

Code	Description	Progress	Comments
C2.1.1.2	<p>A program of cultural events is developed to celebrate our diversity.</p> <p>Responsible Officer: Director Community</p>	<p> 100%</p>	<p>During the reporting period Council completed its program of events for 2016 - 2017 catering for a range of people within the community. During the year Council also administered a sponsorship program distributing \$70 000 to a range of events that support the arts, sports and festivals. A program of activities at the St Ives Precinct is now also supporting this objective.</p>

Key Achievements

All Council e-publications have been redesigned in 2017, and Youth Services have launched a monthly e-news. All editions now cross-promote cultural events and initiatives through the use of linked banners.

The newly introduced Night Markets at St Ives Showground is averaging 5000 people every Friday night, and diversity led events such as International Women's Day and Colourfest is attracting new and existing residents.

Operational Plan Tasks

Code	Description	Progress	Comments
C2.1.1.2.1	<p>Continue to develop and attract major regional events for the St Ives Precinct (St Ives Showground and Wildflower Garden).</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	<p> 100%</p>	<p>In this half year we have secured a Night Market Operation, Aussie Night Markets, that run on Friday night when possible. After a four week trial it has become a regular feature of our diary. The Markets have attracted 27,000 people over 6 markets. The ANZAC Challenge has returned for the third year and attracted just short of 1,500 participants. The Showground continues to be used for Council Chemical and Computer Clean Ups . The Regional School Cross Country events are now held regularly at the Showground and attract several thousand participants and parents. The Warringah Dressage has continued with two high level competitions held on the Showground during this period. They have been contested by over 60 horses and their riders and crews. Work is underway to produce the St Ives Medieval Faire in September 2017 and a Major Music concert (with a promoter) in early 2018. The St Ives Show (May 2017) was held, however, figures on attendance are not available at this time. The Twilight Horse Show promoted by the Show Society in January still appear in the Precinct diary and attract several hundred people. Colourfest in April continues to be a popular event with the young adult market with 3,880 people attending.</p>
C2.1.1.2.2	<p>Promote cultural events to the whole community via Council's communication methods e.g. social media and website.</p> <p>Responsible Officer: <i>Manager Corporate Communications</i></p>	<p> 100%</p>	<p>Cultural events continue to be promoted across a range of online avenues, including Facebook, Twitter and Instagram, as well as through the use of Council e-newsletters. All Council e-publications have been redesigned since January 2017, and Youth Services have launched their own monthly e-news. All editions now cross-promote cultural events and initiatives through the use of linked banners (Medieval Faire, Festival on the Green, Wildflower Art & Garden Festival, Guringai, etc).</p>
C2.1.1.2.3	<p>Promote opportunities for cultural groups to stage events consistent with Council's sponsorship policy.</p> <p>Responsible Officer: <i>Director Community</i></p>	<p> 100%</p>	<p>Council's sponsorship was allocated to a number of organisations including the Ku-ring-gai Philharmonic Orchestra, Wahroonga Food and Wine Festival, St Ives Food and Wine Festival, Special Olympics, Carols in the Park and the Ku-ring-gai Art Society.</p>



Issue: Community Participation

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
C3.1.1	Our community is engaged in shaping the identity of their local areas and feel secure and socially connected. <i>Responsible Officer: Director Community</i>		Office of Local Government, Local Community Groups, Northern Sydney Volunteer Network, NSW Commission for Children and Young People	Lead
Comments				
<p>Council continued to provide many opportunities for community engagement and social interaction. Participation in community events was made possible through annual large events such as the Festival on the Green and Twilight Concerts, along with smaller programs for specific target groups. Australia Day and citizenship ceremonies foster a sense of pride and social connection within the community, and resident's opinions are sought on a wide range of matters.</p> <p>The community was kept well informed about civic matters through extensive communications programs and displays in the libraries. Community safety and social initiatives were promoted through relevant community groups and regular workshops and expos.</p> <p>Progressed in accordance with Delivery Program – Year 4.</p>				

Critical Action

Code	Description	Progress	Comments
C3.1.1.1	Enhance opportunities for social interaction to foster participation and encourage a sense of pride in the community. <i>Responsible Officer: Director Community</i>	 100%	Council continued to roll out a comprehensive event calendar with community programs focussing on increasing social interaction and participation. Highlights included the successful environmental education programs, art centre exhibitions, concerts, Wildflower Garden and Visitor Centre programs, the Festival on the Green was held in May with over 20,000 people attending. Citizenship ceremonies were held in every month with an average of 80 recipients.

Operational Plan Tasks

Code	Description	Progress	Comments
C3.1.1.1.1	<p>Deliver programs for residents, including civic awards program, Citizenship ceremonies, Welcome Basket Morning Tea, Australia Day, Festival on the Green, Music in the Park on time and within budget.</p> <p>Responsible Officer: <i>Manager Corporate Communications</i></p>	 100%	<p>Monthly Citizenship Ceremonies continue to be held in the Council Chambers with 223 people receiving Australian citizenship. Festival on the Green was held in May with record crowds achieved, Dinofest was a huge hit with over 20,000 people coming to join in the fun. Council worked with St Johns at Gordon to produce the annual Anzac Day service.</p>
C3.1.1.1.2	<p>Promote awareness of issues, services and resources for the community by implementing and/or hosting displays in all libraries both independently and in conjunction with other organisations.</p> <p>Responsible Officer: <i>Manager Library & Cultural Services</i></p>	 100%	<p>The Library engaged the community through a series of displays that targeted well-being, dates or themed anniversaries (history week, law week etc.) and areas of cultural significance. These displays were designed from Library resources and often integrated with programs or activities of community groups, Council departments, Government departments and special interest groups. The Library curated over seventy unique displays which covered a number of areas including:</p> <ul style="list-style-type: none"> - Health; healthy eating, lifestyle choices, diabetes awareness as well as a bilingual Chinese English health awareness display. - Lifestyle; waste management - linked to Council services such as waste management and recycling as well other services related in the local area. - Dogs day out – cross promotion of Councils events with details of the event linked to dogs exercise areas and general canine well-being. - Water safety display, linked to the local aquatic centre, safety information and to government sponsored water safety information. - Charles Bean life and work - a six panel exhibition curated by and displayed at the Australian Defence Force Academy is a wide-ranging investigation into the imposing legacy of Charles Bean who is a long-time Ku-ring-gai resident. The display was supplemented with photographs from the Library's collection. - Ku-ring-gai architecture and design awards display - a six panel display depicting winners and highly commended architecture in Ku-ring-gai covering areas such as sustainable building, heritage, and design. - War at sea : the navy in WW1. This is an eight panel display depicting little known heroic history of Australia's navy in World War 1. It is a travelling display created by the Australian Maritime Museum. <p>Many other displays supported author and or information talks, specific days of interest or highlighted special areas of the Library's collection.</p>

Critical Action

Code	Description	Progress	Comments
C3.1.1.2	Facilitate and promote community safety and social initiatives. <i>Responsible Officer: Director Community</i>	 100%	Diverse community information programs were progressed in partnership with other external agencies with the objective of facilitating and promoting community safety and social initiatives.

Operational Plan Tasks

Code	Description	Progress	Comments
C3.1.1.2.1	Resource and support local community safety and crime prevention initiatives. <i>Responsible Officer: Director Community</i>	 100%	The Security and Safety Road Show was successfully held in partnership with the Ku-ring-gai Local Area Command and Neighbourhood Watch Groups in Ku-ring-gai. The event, held at the Ku-ring-gai Town Hall, was attended by over 250 local residents and included various presentations and safety exhibits. Local neighbourhood watch groups were supported through printing of local newsletters and distribution of information to community groups. Council representatives attended regular meetings of the Ku-ring-gai Local Area Command Community Safety Precinct Committee and discussed issues relating to local community safety and crime prevention initiatives.

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
C3.1.2	Volunteers are valued, recognised and supported in providing services to the community. <i>Responsible Officer: Director Community</i>		Local Community Groups, Northern Sydney Volunteer Network	Facilitate
Comments				
Council continued to develop volunteer opportunities and programs within the community. Volunteers are trained and supported and recognised for the valuable contribution they make to the community.				
Progressed in accordance with Delivery Program - Year 4.				

Critical Action

Code	Description	Progress	Comments
C3.1.2.1	<p>Volunteer programs are developed and implemented across the local government area.</p> <p>Responsible Officer: Director Community</p>	<p> 100%</p>	<p>Council continued to effectively support and implement volunteer programs across the Ku-ring-gai area during the reporting period with a focus on increasing volunteering among young people to develop a sense of civic engagement. Social media is increasingly being used to promote volunteering opportunities.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
C3.1.2.1.1	<p>Facilitate new opportunities for home and community care (CHSP) volunteering by the community to achieve community goals.</p> <p>Responsible Officer: Manager Community Development</p>	<p> 100%</p>	<p>A number of strategies to encourage volunteering in the community were implemented during this period in partnership with the Commonwealth Home Support Programme Services. These included:</p> <ul style="list-style-type: none"> - Volunteer encouragement flyers and postcards distributed in local libraries, community centres, citizenship ceremonies, Volunteering Expo, Wildflower Festival, Festival on the Green and Seniors Festival events. - Information sessions about volunteering opportunities were held at libraries and local high schools to increase volunteering among young people and develop a sense of civic engagement. Students were offered alternative volunteering opportunities according to their age, availability and interests. - The Volunteering Expo was conducted in partnership with 32 community organisations and attracted over 1,675 individual stall visits.. A formal evaluation of the Expo was conducted and reported 142 new volunteers and a satisfaction rating of close to 100%. - Social media is increasingly being used to promote volunteering opportunities with one Facebook post attracting responses from 6 people suited to the role. - 2 workshops were conducted on the Commonwealth Home Support Programme and My Aged Care for elderly residents, to inform them of the changes to the aged home support program and the process for accessing services. These workshops were attended by over 100 residents. <p>Enquiries regarding volunteering opportunities were received through on-line registration, email, phone and in-person. Suitable volunteers were placed with the Commonwealth Home Support Programme or National Disability Insurance Scheme organisations.</p> <p>From January to June 2017 there were 94 volunteer applications processed and referred by Councils Volunteer Coordination Service to local community groups.</p>

C3.1.2.1.2	Implement environmental volunteering program. Responsible Officer: <i>Manager Environment & Sustainability</i>	 100%	There are currently 628 active Bushcare/ Streetcare/ Parkcare volunteers working at 148 sites across the Ku-ring-gai Local Government Area. Over the past 6 months these volunteers contributed 6,280 volunteer hours to bush regeneration activities, which if costed at a rate of \$35 per hour is worth \$219,800. Council's Wild Things volunteers contributed 417 hours to this year's native bee hive program. Council's Green Army program saw 18 trainees engaged in rubbish removal, erosion control, weed removal, seed collection and propagation, fauna data collection and surveying, and stormwater drain stencilling activities across Ku-ring-gai.
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Critical Action

Code	Description	Progress	Comments
C3.1.2.2	Volunteers are supported through training and participation. Responsible Officer: <i>Director Community</i>	 98%	A centralised comprehensive training program was provided to volunteers working in local Commonwealth Home Support Program services. This training is supported with up-to-date information on changes and key issues in organisational and volunteer management. In addition, Volunteer Coordinators participates in regular seminars and share this information with volunteers. The development of a Volunteer Management Policy has been reviewed and a Council report is being prepared for adoption.

Key Achievements

A number of training programs were provided to Commonwealth Home Support Programme organisations operating in the Ku-ring-gai and Hornsby. These included:

- Manual Handling for Support Workers in Home Care
- Understanding Ageing
- Understanding and Responding to Behaviours of Concern
- Boundaries for Volunteers
- Food Safety in the Home.

Operational Plan Tasks

Code	Description	Progress	Comments
C3.1.2.2.1	<p>Provide training and support for volunteers and volunteer organisations.</p> <p>Responsible Officer: <i>Manager Community Development</i></p>	 100%	<p>A number of training programs were provided to Commonwealth Home Support Programme organisations operating in the Ku-ring-gai and Hornsby. These included:</p> <ul style="list-style-type: none"> - Manual Handling for Support Workers in Home Care; - Understanding Ageing; - Understanding and Responding to Behaviours of Concern; - Boundaries for Volunteers; and - Food Safety in the Home. <p>Volunteers, who undertake relevant training gain greater satisfaction in their roles, are less likely to be injured and retain their enthusiasm for the role.</p> <p>Volunteer Coordinators were supported with up-to-date information on changes and key issues in organisational and volunteer management. These included:</p> <ul style="list-style-type: none"> - Consumer Directed Care; - Collaboration, Digital Innovation, Behavioural Insights; - Diversity & Communication; - Recognising Potential Volunteers; and - Enlisting the Next Generation of Volunteers and Future-proofing Volunteering. <p>Workshops on "Counselling for the Accidental Counsellor", program evaluation and the Way2Go Toolkit were run for the benefit of Volunteer Coordinators, with an average of 25 participants and more than 85% satisfaction ratings for each workshop.</p>
C3.1.2.2.2	<p>Complete review of council wide volunteer management processes.</p> <p>Responsible Officer: <i>Manager People & Culture</i></p>	 95%	<p>The Volunteer Management policy and procedures have been reviewed.</p> <p>A Council Report is being prepared for adoption of the revised policy.</p>

Critical Action

Code	Description	Progress	Comments
C3.1.2.3	<p>Volunteers are recognised for their contribution to the local community.</p> <p>Responsible Officer: <i>Director Community</i></p>	 100%	<p>It is vital that volunteering is promoted to the community and volunteers are recognised for their efforts. Council continued to provide this support either directly or in conjunction with other organisations.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
C3.1.2.3.1	Volunteers are recognised and rewarded for their efforts. <i>Responsible Officer: Manager Community Development</i>	 100%	A number of volunteer appreciation activities were undertaken during this period to acknowledge the contribution they make to our community including, 'thank you movie vouchers, distribution of especially inscribed tea towels highlighting the joy of volunteering, free training opportunities and nominations to the NSW Volunteer of the Year Awards in Northern Sydney.

Issue: Health Lifestyles

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

Term Achievement

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

Comments

Council maintains a range of facilities and delivers strong programs supporting community health and well-being. The Ku-ring-gai Fitness and Aquatic Centre has continued to perform above expectations throughout the reporting period.

Progressed in accordance with Delivery Program - Year 4.

Critical Action

Code	Description	Progress	Comments
C4.1.1.1	Programs are delivered in collaboration with agencies and partners to encourage healthy and active lifestyles. <i>Responsible Officer: Director Community</i>	 98%	All programs were delivered in accordance with agreed timetables and achieved favourable outcomes with increased participation rates by 25% from last period. An expanding choice of activities such as Yoga for Men and Stepping On (a falls prevention program for older people) contributed to this.

Key Achievements

Increased participation in programs by 25%.

Operational Plan Tasks

Code	Description	Progress	Comments
C4.1.1.1.1	<p>Continue to develop and deliver Active Ku-ring-gai programs to support the community to lead healthy lifestyles.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	 95%	<ul style="list-style-type: none"> - Active Ku-ring-gai saw a total of total of 487 registrations throughout the programs during the period. This was a slight decrease compared to the previous 6 months and was a reflection of entering the cooler months as well as the Junior Golf program at North Turrumurra changing to a PGA program. - The walking groups increased by 9 walkers to a total of 165, and the addition of Stepping On program was a success with a total of 16 participants. This program offered sessions targeted at falls prevention for those 65 and over. - A further program, "Yoga for Men" was added to encourage men of all ages to get involved in yoga to improve their flexibility and overall health. This program currently has 3 registrations with the opportunity to build next term. - Future opportunities within Active Ku-ring-gai include the potential for a "Yoga in the Park" program as well as classes catered for children ages 6-12.
C4.1.1.1.2	<p>Develop and implement sports programs in co-operation with local sporting clubs and providers.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	 95%	<ul style="list-style-type: none"> - Koola sportsground was home to the NSW Junior Rugby Union state championships for Under 11's players which was hosted by Lindfield Junior Rugby Club. Approximately 500 players were involved with teams coming as far as Coffs Harbour and other regional towns. The club received many compliments in relation to the Koola Park facilities and the amazing playing conditions \due to the upgraded drainage system in place. - Kent sportsground was reopened in June after the upgrade and will be utilised for the 2nd half of winter by Soccer and PSSA school sport. - The winter season has been tracking well with most floodlit facilities at full capacity for training and competition. Ku-ring-gai Cubs continue to show a massive increase in the growth of Rugby League with over 80 players registered in 2017 compared to 45 in 2016. This may be due to moving their home base to Turrumurra Oval which has more human traffic and is central to the Ku-ring-gai area. - The installation of Koola Oval and NTRA (synthetic) has taken pressure off previously over utilised fields such as Killara Park, Queen Elizabeth Reserve, Comenarra Reserve and Samuel King Oval.
C4.1.1.1.3	<p>Implement priority actions from the Recreation in Natural Areas Strategy.</p> <p>Responsible Officer: <i>Team Leader Natural Areas</i></p>	 100%	<p>As part of the review of Council's Unstructured Recreation in Bushland Strategy (to be re-named the Unstructured Recreation in Natural Areas Strategy) Council has progressed the risk assessment of rock-climbing and abseiling activities in the LGA. Signage at key climbing sites warning of danger has been installed and Council's website has been updated to include a statement on risk management in relation to this activity. Additionally interpretative signs have been installed in bushland areas improving the user experience. Past and current users of recreation sites have been consulted regarding changes to booking procedures and a stake holder register has been created. These changes will be further refined within the Unstructured Recreation in Natural Areas Strategy.</p>

			In line with Council's Unstructured Recreation Strategy, through field validation and desktop updates, Council's track network has gone through continual improvement including updates to maps, signs, GIS data and clarification. Council have continued to work on the maintenance of fire trails and also the closure of informal walking tracks (including unauthorised mountain bike trails within Ku-ring-gai Creek Reserve). Council completed a preliminary ecological constraint analysis for downhill mountain biking in the LGA and continues to consult with the community on this issue.
C4.1.1.1.4	Monitor and report on healthy lifestyle programs at the Ku-ring-gai Fitness and Aquatic Centre Responsible Officer: <i>Manager Community & Recreation Services</i>	 100%	YMCA have delivered two free workshops presented by Exercise Physiologist, Andrew Mahony, from Health Team Australia at KFAC group fitness on Monday 19th June and Wednesday 21st June 2017 . The workshops focused on 'Exercise as Medicine' for general health and a variety of health conditions such as: Diabetes, Cancer, Obesity, Hypertension, Depression and Parkinson's Disease. The workshop(s) were open to all members, non-members, friends, family and community which offered clear goals and an action plan towards a greater quality of life and freedom in movement. Both sessions were well attended with 23 people attending the Monday workshop and 27 for the Wednesday.

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
C4.1.2	New and enhanced open space and recreational facilities have been delivered to increase community use and enjoyment. Responsible Officer: <i>Director Strategy & Environment</i>		NSW Office of Communities, NSW Sport and Recreation, Local Sporting - Recreation and Cultural Organisations, Community Groups	Deliver, Lead
Comments				
A large program of open space projects were either completed this year or are currently under construction with designs for further new recreational facilities either completed or nearing completion. Progressed in accordance with Delivery Program - Year 4.				

Critical Action

Code	Description	Progress	Comments
C4.1.2.1	<p>Continue to deliver the objectives of Council's Open Space Strategy and Open Space Acquisition Strategy.</p> <p>Responsible Officer: Director Strategy & Environment</p>	 91%	<p>Council's Open Space Strategy and Open Space Acquisition Strategy comprises of a number of elements including the acquisition of property to develop and deliver new passive recreational areas to meet the increased population demands. Most of the strategic land acquisitions have been completed over the preceding years with only a few properties remaining to be acquired as identified in Council's LEPs. The transition from acquisition to development of new open space continues to be implemented through a number of significant achievements:</p> <ul style="list-style-type: none"> - preliminary design and demolition works for new park at Duff Street, Turramurra - opening of new Cameron Park, Gilroy Road, Turramurra - design for new parks on Bent Street, Lindfield and Ray Street Turramurra through the Activate Ku-ring-gai program <p>Designs for identified parks continued to be prepared and include principles to facilitate passive recreation activities and accessibility.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
C4.1.2.1.1	<p>Undertake strategic land acquisitions.</p> <p>Responsible Officer: Manager Integrated Planning Property & Assets</p>	 91%	<p>Further follow up requests were made with OSL in May 2017 but due to ongoing restructures within the NSW public sector the matter has been temporarily put on hold until further notice. Implementation of this initiative is dependent on the OSL providing Council with full particulars of lands proposed to be transferred including existing encumbrances on title and actions to remove those that will be inconsistent. Once OSL provides information about the proposed land transfers in sufficient detail, a proper assessment can be made and reported to Council for recommended action.</p>
C4.1.2.1.2	<p>Implement and monitor the Ku-ring-gai Open Space Acquisition Strategy.</p> <p>Responsible Officer: Manager Urban Planning</p>	 100%	<p>Council's Open Space Acquisition Strategy continues to be implemented through a number of significant achievements including:</p> <ul style="list-style-type: none"> - Preliminary design and demolition works for a new park at Duff Street, Turramurra - Opening of new the Cameron Park, Gilroy Road, Turramurra - Design for new parks on Bent Street, Lindfield and Ray Street Turramurra through the Activate Ku-ring-gai program - Completion of fencing for Railway Park, William Street, Turramurra (part of Activate Ku-ring-gai program) - Monitoring progress of Development Application for Lindfield Village Green (part of Activate Ku-ring-gai program)



			Council recently won the Parks and Leisure Award for Open Space Planning 2017 for the Activate Ku-ring-gai program.
C4.1.2.1.3	<p>Complete the design for identified parks and include design principles which facilitate passive recreation activities.</p> <p>Responsible Officer: <i>Manager Strategic Projects</i></p>	 <p>91%</p>	<p>Designs for identified parks continued to be prepared and include design principles which facilitate passive recreation.</p> <ul style="list-style-type: none"> - Playspace upgrades were completed at Killara Park, Golden Jubilee Field, Bicentennial Park Lofberg Rd and Cameron Park and site construction has commenced at Park Avenue Playground. - Park designs were completed and construction documentation were prepared for Annie Forsythe Wyatt Garden, The Mall Park and the Bicentennial Park Golden Grove Inclusive Playground. - Design development with specialist consultant input is progressing for the St Ives Showground Inclusive Playground and the St Ives Village Green New Recreation Area. Landscape master planning and playground design is under way for upgrades at Morona Avenue Reserve, Gordon Recreation Ground and Allan Avenue Reserve.
C4.1.2.1.4	<p>Construct parks at identified locations and include design principles which facilitate passive recreation activities.</p> <p>Responsible Officer: <i>Manager Strategic Projects</i></p>	 <p>95%</p>	<p>Council's 2016/17 park construction program significantly progressed during the period with parks and playgrounds designed to include opportunities for passive recreation activities. Progress during the period included:</p> <ul style="list-style-type: none"> - Phase two of Lapwing Reserve (Installation of shade sail and additional path) complete. - Work at Cameron Park Extension, Turramurra is complete. - Work on the redevelopment of the courts and car park for the Canoon Road Recreation Area is complete. - The redevelopment of Lofberg Playground, West Pymble and Golden Jubilee Playground, Wahroonga is complete. - The Mall (Warrimoo shops) upgrade - Work has commenced with expected completion late November 2017. - Park Avenue playground - Work has commenced with an expected completion date of September 2017. - NTRA Stage 5B sports field car park - Work is progressing well and at present is still on track for completion September 2017. - Roseville Chase Community Centre, patio and accessibility ramp - Work has been awarded and will commence July 2017 - Bicentennial Park, Golden Grove Playground - Tender process complete and is subject to approval to award. Work will commence late September.



C4.1.2.1.5	<p>Construct a Regional Playground at St Ives Showground.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	 77%	<p>Following the adoption of the Concept Plan by Council in December 2016, major items of play equipment with long lead times were pre-ordered and are now in storage. A consultant arborist has been appointed and has undertaken a survey of trees and a preliminary design review. Design development is continuing based on arborist advice to maximise retention of existing trees. Design of accessible toilets are being finalised to allow pre-ordering. Work to integrate the high ropes course into the area is also being co-ordinated.</p> <p>Reason</p> <p>The project has been delayed due to the need for additional specialist arborist advice that could not be provided in-house as originally proposed. This subsequently required sourcing of a suitable consultant arborist, followed by a review and redesign of proposed site layouts to minimise potential impacts on existing trees to be retained.</p> <p>Remedial Action</p> <p>Council officers are working with the playground designers and the consultant arborist to maximise site play value whilst minimising impacts on existing trees.</p>
C4.1.2.1.6	<p>Complete preparation of master plan for a regional park and recreation space at Gordon Golf Course (see note in OP 16/17).</p> <p>Responsible Officer: <i>Manager Strategic Projects</i></p>	 0%	<p>This task has been deferred from the 2016 – 2017 Operational Plan and is included in this document for information only.</p> <p>Council resolved at its Ordinary Meeting dated 5 April 2016 (GB8) that:</p> <ul style="list-style-type: none">- The Gordon Golf Club be advised of its support for the Gordon Golf Course to remain a golf course until the lease option expires in November 2023- That the Masterplan be deferred and consulted with the community prior to the expiration of the lease for the Gordon Golf Club- That, following the expiration of the lease, the golf course be converted to a Regional Park in accordance with the adopted Masterplan. <p>Reason</p> <p>This task has been deferred.</p> <p>Remedial Action</p> <p>The Gordon Golf Club is to be advised of Council's support for the Gordon Golf Course to remain a golf course until the lease option expires in November 2023. The Masterplan has been deferred and consultation with the community will occur prior to the expiration of the lease for the Gordon Golf Club.</p>

Issue: Community Health and Safety

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
C5.1.1	Our residents and visitors enjoy clean, safe, friendly and vibrant neighbourhoods. <i>Responsible Officer: Director Development & Regulation</i>		NSW Police, Emergency Management Agencies, Licensees, Businesses, Youth Organisations, Schools	Facilitate, Deliver, Lead
Comments				
All established public health and safety programs and regulatory services provided by Council achieved set outcomes for the community during 2016-2017.				
Progressed in accordance with Delivery Program – Year 4.				

Critical Action

Code	Description	Progress	Comments
C5.1.1.1	Implement accessibility improvement actions from the Pedestrian Access and Mobility Plan Policy (PAMP) and Crime Prevention Through Environmental Design (CPTED) principles. <i>Responsible Officer: Director Strategy & Environment</i>	 96%	A Councillor briefing on the draft Pedestrian Access and Mobility Plan (PAMP) has been completed with feedback from the briefing considered for integration into the final PAMP. Although the plan has yet to be formally adopted by Council, some of the identified measures have been implemented. Crime prevention through environmental design (CPTED) principles are incorporated into the design and construction of Council's capital works projects. Most recently for the design and construction documentation, and development application for the Lindfield Village Green.

Operational Plan Tasks

Code	Description	Progress	Comments
C5.1.1.1.1	Crime prevention through environmental design (CPTED) principles are incorporated into the design and construction of Council's capital works projects. <i>Responsible Officer: Manager Strategic Projects</i>	 100%	Crime prevention through environmental design (CPTED) principles are incorporated into the design and construction of Council's capital works projects.

C5.1.1.1.2	<p>Progressively implement the Pedestrian Access and Mobility Plan (PAMP) recommendations.</p> <p>Responsible Officer: <i>Manager Traffic & Transport</i></p>	 91%	<p>Following a Councillor briefing, the draft PAMP is being updated to include additional information prior to being reported back to Council.</p> <p>In draft form though, the PAMP is already providing guidance on the provision of pedestrian facilities to improve accessibility. For example, the following pedestrian improvement works have been implemented or are being incorporated into Council's Major Projects and associated upgrade works:</p> <ul style="list-style-type: none"> - New at-grade signal controlled pedestrian crossing across the Pacific Highway in Gordon, located mid-block between Moree Street and Dumaresq Street / New fencing on the median on the Pacific Highway in Gordon between Dumaresq Street and St Johns Avenue. - Provide pedestrian refuge at intersection Lindfield Avenue/Havilah Road, Lindfield. - Planning for new footpaths on new Drovers Way (Bent Street to Beaconsfield Parade) as part of the Lindfield Village Hub major project. - Planning for new footpaths along the new proposed laneway between Tryon Place and Pacific Highway, as part of Lindfield Village Living (current Lindfield Library site). - New pedestrian refuge in Culworth Avenue near Lorne Avenue, to improve accessibility to Killara Railway Station. - Footpath resurfacing along northern and southern sides of St Johns Avenue Gordon (part of proposed St Johns Avenue streetscape improvement works). - Provide footpath along new road between Dumaresq Street and McIntyre Street (now known as Beans Farm Road). - Provide footpath along new road between Dumaresq Street and Moree Street (early works commenced).. - New footpath and footpath resurfacing as part of the Gordon bus interchange upgrade project, and associated connections to adjacent streets. - New footpaths on new link road over railway between Ray Street and Rohini Street Turramurra (early planning phase).
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Critical Action

Code	Description	Progress	Comments
C5.1.1.2	<p>Implement programs to manage risks and impacts on public health and safety</p> <p>Responsible Officer: <i>Director Development & Regulation</i></p>	 99%	<p>Council's Compliance and Regulatory programs and activities continue in accordance with the adopted annual plan. Highlights in the reporting period include the expansion of Council's register of properties subject to Annual Fire Safety Statements which now lists nearly 1000 properties and the issue of over 4700 penalty infringement notices, including fines to the value of \$635,000 for parking offences.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
C5.1.1.2.1	Implement Council's adopted Companion Animals Management Plan 2016-2021. <i>Responsible Officer: Manager Compliance & Regulation</i>	 100%	The Companion Animals Management Plan 2016-2021 was presented and adopted by Council in May 2017. The plan is now being progressively implemented.
C5.1.1.2.2	Ensure all buildings and multi occupancy residential buildings are compliant with Council's annual fire safety program. <i>Responsible Officer: Manager Compliance & Regulation</i>	 100%	Council's fire safety program has been completed. Reminders and follow up letters have been sent to all stakeholders within Council's register during the period and a total of 39 fines have been issued for breaches, worth \$45 000, relating to late or non-submission of Annual Fire Safety Statements and other breaches of the Environmental Planning & Assessment Act 1979 relating to fire safety. Letters have been sent to properties not on Council's Essential Services register to either submit an annual fire safety statement (AFSS) or have a fire safety audit undertaken by a suitably qualified Building Code of Australia Consultant and a report submitted to Council for consideration. This will generate additional income to support this program. Council has commenced an audit program of residential flat buildings constructed since 2005 to determine if they have external cladding installed. Council will then work with the owners corporation to determine whether the cladding complies with the Building Code of Australia.
C5.1.1.2.3	Maintain corporate response service and proactive monitoring of construction sites. <i>Responsible Officer: Manager Compliance & Regulation</i>	 100%	Council's Compliance Officers have undertaken investigations of breaches of the Environmental Planning & Assessment Act and issued penalty infringement notices worth \$448,370 during the year.
C5.1.1.2.4	Undertake mandatory inspections of swimming pools as prescribed under legislation and in accordance with Council's Swimming Pool Barrier Inspection Policy. <i>Responsible Officer: Manager Compliance & Regulation</i>	 100%	Council received 59 applications for the inspection of swimming pool barriers, issued 68 orders and undertook 51 inspections during the period in accordance with legislation and Council's swimming pool barrier inspection program. Council issued 47 Certificate of Compliances during the period. Private swimming pool inspectors issued 114 certificates in the same reporting quarter. 68 notices from private E1 Certifiers were received by Council during the period as Council undertakes follow up action as the regulatory authority.
C5.1.1.2.5	Implement food safety protection programs in accordance with joint NSW Food Authority Agreement. <i>Responsible Officer: Manager Compliance & Regulation</i>	 94%	Inspections of food premises are carried out in accordance with the NSW Food Authority requirements. The inspection program is at 94% at the end of the period. (246 out of required 262).
C5.1.1.2.6	Maintain Council's register and responsibilities for managing regulated premises. <i>Responsible Officer: Manager Compliance & Regulation</i>	 100%	The regulated system register is current and re-assessment of the required contact information has been undertaken to ensure the register is up-to-date. The review of this register has been completed within this financial year period.

Issue: Housing Choice and Affordability

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
C6.1.1	Council's planning approach to the provision of housing across Ku-ring-gai addresses the supply, choice and affordability needs of the community. <i>Responsible Officer: Director Strategy & Environment</i>		Department of Family and Community Services, Housing NSW, NSW Ageing Disability & Homecare, Department of Planning and Environment, Building and Development Industry, Community Groups, Residents	Facilitate, Deliver, Advocate, Lead
Comments				
Council's Local Environmental Plan program and master planning for key sites has provided for supply and choice of housing. The issue of affordability is a key policy objective of the Greater Sydney Commission and will be addressed in the North District Planning process. Progressed in accordance with Delivery Program - Year 4.				

Critical Action

Code	Description	Progress	Comments
C6.1.1.1	Investigate opportunities/locations to provide a range of housing choices. <i>Responsible Officer: Director Strategy & Environment</i>	 100%	Work continued to investigate and progress opportunities for a range of housing choices for key identified sites.
Key Achievements			
Council has identified and master planned for new housing opportunities within key local centres under the award winning Activate Ku-ring-gai local centres program			

Operational Plan Tasks

Code	Description	Progress	Comments
C6.1.1.1.1	Analyse and monitor Council land holdings available for potential development. <i>Responsible Officer: Manager Urban Planning</i>	 100%	The analysis and monitoring of Council land holdings is progressing well with a report to Council on the 27th June 2017 to commence the preparation of a Development Application for the Lindfield Library Site. In addition, there has been ongoing planning for the Gordon Civic Hub Master Plan, Lindfield Community Hub and Turramurra Hub all of which will provide opportunities for a range of housing choice.

C6.1.1.1.2	Monitor housing choice in Ku-ring-gai local government area. Responsible Officer: <i>Manager Urban Planning</i>	 100%	Recording of dwelling approvals is undertaken on an on-going basis. The maintenance of this information enables Council to identify trends in dwelling construction and preferences over the whole of the current redevelopment phase since 2004, which will support future strategic land use planning.
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Term Achievement

Code	Description	Progress	Stakeholders	Council Role
C6.1.2	Diversity and supply of new housing has been investigated to provide safe and responsive housing that addresses the changing population. Responsible Officer: <i>Director Strategy & Environment</i>		Department of Family and Community Services, Housing NSW, NSW Ageing Disability & Homecare, Department of Planning and Environment, Building and Development Industry, Community Groups, Residents	Advocate, Lead

Comments

Provision of affordable housing is a complex issue and requires a whole of government approach to providing a legislative and policy framework, as well as fiscal mechanisms for feasible affordable housing to be delivered. The Greater Sydney Commission will be providing a broader policy framework for the provision of affordable housing as part of the Plan for Growing Sydney and associated District Plans.

Progressed in accordance with Delivery Program - Year 4.

Critical Action

Code	Description	Progress	Comments
C6.1.2.1	Council investigates and explores opportunities to develop partnerships with stakeholders to provide affordable housing choices. Responsible Officer: <i>Director Strategy & Environment</i>	 75%	Council staff have investigated potential opportunities to develop partnerships, with stakeholders to provide affordable housing choices. Reason The Greater Sydney Commission will be providing a broader policy framework for the provision of affordable housing as part of the Plan for Growing Sydney and associated District Plans. This should provide clearer direction with regard to Council's possible policy responses to the issue of affordable housing. Remedial Action Council has made a submission on the Greater Sydney Commission's Draft North District Plan including the key issues around the provision of affordable housing for the Northern District.

Challenges

Articulating and defining appropriate methods and policies for affordable housing provision in the northern Sydney region.

Operational Plan Tasks

Code	Description	Progress	Comments
C6.1.2.1.1	<p>Investigate strategies and models that will assist the provision of affordable housing choices in Ku-ring-gai local government area.</p> <p>Responsible Officer: <i>Manager Urban Planning</i></p>	 75%	<p>Council's submission on the Draft District Plan included comments on the proposed approach to addressing the issues of affordable housing. Staff have contributed to the ongoing policy debate on affordable housing and participated in the Great Sydney Commission Affordable Housing Round Table and other affordable housing forums. A staff member has also undertaken training on Funding Models for Affordable Housing.</p> <p>Reason</p> <p>The Greater Sydney Commission will be providing a broader policy framework for the provision of affordable housing as part of the Plan for Growing Sydney and associated District Plans. This should provide clearer direction with Council's possible policy responses to the issue of affordable housing.</p> <p>Remedial Action</p> <p>Await the finalisation of the plan for Growing Sydney and associated District Plans by the Greater Sydney Commission.</p>

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
C6.1.3	<p>Plans encourage enhanced adaptability to allow for ageing in place, accessibility and sustainable housing.</p> <p>Responsible Officer: <i>Director Strategy & Environment</i></p>		Department of Family and Community Services, Housing NSW, NSW Ageing Disability & Homecare, Department of Planning and Environment, Building and Development Industry, Community Groups, Residents	Facilitate, Lead
<p>Comments</p> <p>Council's Planning Policies enshrine adaptability to allow for ageing in place, accessibility and sustainable housing . Key achievements are the major review of Council's Development Control Plans (DCPs) was finalised in June 2016, which included a review of adaptability provisions.</p> <p>Progressed in accordance with Delivery Program – Year 4.</p>				

Critical Action

Code	Description	Progress	Comments
C6.1.3.1	Plans encourage enhanced adaptability to allow for ageing in place. <i>Responsible Officer: Director Strategy & Environment</i>	<input checked="" type="checkbox"/> 100%	Staff are monitoring the implementation of Council's updated DCPs to encourage housing diversity, and adaptability to meet the needs of a changing community.

Key Achievements

Council has contemporary Development Control Plans in place to promote ageing in place, accessibility and sustainable housing.

Operational Plan Tasks

Code	Description	Progress	Comments
C6.1.3.1.1	Monitor principles of adaptability in Council's planning policies. <i>Responsible Officer: Manager Urban Planning</i>	<input checked="" type="checkbox"/> 100%	A major review of Council's Development Control Plans (DCPs) was finalised in June 2016, which included a review of adaptability provisions. Staff are now monitoring the implementation of the revised DCPs to identify any issues that may need to be addressed in any future revisions.

Issue: Emergency Management

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

Term Achievement

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

Comments

Completion of plans for the updating of District and Local Emergency Management Plans are the responsibility of various agencies. During the year the Hornsby Ku-ring-gai EMPLAN was drafted and released for comment and the Bushfire Risk Management Plan for 2017-2020 is now being implemented, with Council heavily involved in the consultation and development of both plans. Council continues to complete and progress flood risk management studies and engage the Flood Risk Management Committee on relevant issues.

Progressed in accordance with Delivery Program – Year 4.

Critical Action

Code	Description	Progress	Comments
C7.1.1.1	In conjunction with State agencies and key stakeholders develop, review and implement Emergency Management Plans. Responsible Officer: Director Operations	<input checked="" type="checkbox"/> 100%	Council has been working with Hornsby Council and regional combat agencies to develop Emergency Management Plans and undertake education programs for specific emergencies. The draft Hornsby Ku-ring-gai EMPLAN has been completed and released to the region for comment. The Bushfire Risk Management Plan for 2017-2020 has been completed and is in implementation phase. Ku-ring-gai has been heavily involved in the consultation and development of both plans.

Operational Plan Tasks

Code	Description	Progress	Comments
C7.1.1.1.1	Implement and report on the Bush Fire Risk Management Plan, in consultation with the Hornsby Ku-ring-gai Bush Fire Management Committee. Responsible Officer: Manager Open Space Operations	<input checked="" type="checkbox"/> 100%	Fire break and fire trail maintenance has met the BFRMP objectives for the report period. Burning Operations have been severely hampered due to an extremely wet first half of the calendar year. All actions have been reported through to the RFS via BRIMS and updates provided as required and as works are completed.
C7.1.1.1.2	Complete fire trail, fire break and hazard reduction maintenance programs. Responsible Officer: Manager Open Space Operations	<input checked="" type="checkbox"/> 100%	Fire break and fire trail maintenance has met the BFRMP objectives for the report period. Burning operations have been severely hampered due to an extremely wet first half of the calendar year. All actions have been reported through to the RFS via BRIMS and updates provided as required and as works are completed.
C7.1.1.1.3	Provide input into Emergency Management Plan (EMPLAN). Responsible Officer: Director Operations	<input checked="" type="checkbox"/> 100%	The Emergency Management Plan has been updated and referred to the Emergency Management Committee for review.

Critical Action

Code	Description	Progress	Comments
C7.1.1.2	Develop Floodplain Risk and Storm Management Plans for local catchments. Responsible Officer: Director Strategy & Environment	<input checked="" type="checkbox"/> 100%	The completion of the Blackbutt Creek Flood Risk Management Study and Plan is progressing to schedule and the Lovers Jump Creek Flood Risk Management Study and Plan is soon to commence. Council continues to engage the Flood Risk Management Committee on flood risk management issues relevant to Ku-ring-gai.



Operational Plan Tasks

Code	Description	Progress	Comments
C7.1.1.2.1	<p>Complete floodplain risk management study in consultation with Floodplain Risk Management Committee and investigate priority actions.</p> <p>Responsible Officer: <i>Team Leader Natural Areas</i></p>	<p> 100%</p>	<p>Council is continuing to progress its floodplain risk management studies. The Blackbutt Creek Flood Risk Management Study and Plan is progressing to schedule. A consultant is soon to be engaged to commence the Lovers Jump Creek Flood Risk Management Study and Plan. Council is continuing to engage the Flood Risk Management Committee on relevant flood risk management issues.</p>

Theme: Natural Environment

Performance Indicators

Code	Description	Baseline	Yearly Target	Units	Achieved Amount	Yearly Rating Image
N1.1.1.A	Residents involved in community environmental programs.	In 2012/13 there were 2,479 residents involved in community environmental programs. (Data source: Council)	2479	Residents	5,348	
Comment: The 53% increase in community participation over the annual target reflects the ongoing relevance and success of Council's environmental programs.						
N1.1.2.A	Community activity that benefits the environment.	Number of residents at a household or individual level who carried out actions to benefit the environment as a result of participation in Council programs in 2013/14. (Data source: Council)	1,565	Residents	2,843	
N2.1.1.A	Area of bushland/habitat regenerated.	In 2012/2013 bush regeneration works were conducted on 20.5 hectares of bushland. (Data source: Council)	20.5	Hectares	20.5	
N2.1.1.B	Condition of bushland managed by Council (resilience rating).	Bushland condition rating determined for sample bushland reserve site in 2014/15. (Data source: Council)	76 (previously 79.9)	%	76	
N2.1.1.C	Condition of bushland managed by Council (weeds rating).	Bushland condition rating determined for sample bushland reserve site in 2014/15. (Data source: Council)	30 (previously 13.5)	%	30	
N2.1.1.D	Condition of bushland managed by Council (threats rating). <i>Lesser is better.</i>	Bushland condition rating determined for sample bushland reserve site in 2014/15. (Data source: Council)	39 (previously 72.5)	%	38	
Comment for N2.1.1.B / N2.1.1.C / N2.1.1.D: The baselines for these indicators were originally compiled for a sample bushland reserve site. During 2014/2015 the next phase of measurement extended the sample bushland reserve site to all of Council's actively managed bushland reserves. As a result, new baselines have been developed and bushland condition ratings compiled in the year 2015/2016, based on all of Council's actively managed bushland reserves, and compared against the new baseline.						
N3.1.1.A	Creeks tested that maintain or improve their stream health score.	In 2012/2013 100% of tested creeks maintained or improved their stream health score. (Data source: Council)	100	%	100	
N3.1.1.B	Physical creek remediation projects completed.	Number completed per year.	1	Projects	1	
N3.1.1.C	Rubbish diverted from our waterways (tonnes)	1,887 tonnes (volume) diverted per year. (Data source: Council)	1,887	Tonnes	2,295	

N5.1.1.A	Percentage household waste diverted from landfill.	In 2012/2013 60% of total household waste was diverted from landfill. (Data source: Council)	60	%	55.32	
Comment: Paper tonnages continue to drop due to a downturn in the newspaper industry. This figure does not include e-waste.						
N4.1.1.A	Residents involved in climate change adaptation activities during the year.	In 2012/2013 there were 106 participants in climate change adaptation activities. (Data source: Council)	106	Participants	294	
N5.1.2.A	Household potable water consumption per capita. <i>Lesser is better.</i>	In 2012/2013 there was 83.02 kL/capita water consumption (based on Estimated Residential Population (ERP) of 116,527. (Data source: Sydney Water)	83.02	kL/ capita	79.38	
N5.1.2.B	Household electricity consumption per capita. <i>Lesser is better.</i>	In 2012/ 2013 there was 3,187kWh household energy consumption per capita. (Data source: Ausgrid and RAPP2.0)	3,187	kWh/ capita	2,980	

Theme: Natural Environment

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

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
N1.1.1	Increased community understanding of the value of the natural environment and local environmental issues and impacts. <i>Responsible Officer: Director Strategy & Environment</i>	<input checked="" type="checkbox"/>	Local Community Groups, Local Environmental Groups	Facilitate, Lead, Educate
Comments				
Annual increases in subscriptions to the suite of Council's Loving Living Ku-ring-gai program's social media and electronic communications and annual increases in community participation in Council's sustainability engagement programs is facilitating improved community understanding of environmental issues relevant to Ku-ring-gai. A 2016 community survey of Loving Living Ku-ring-gai program participants revealed that 77% of respondents increased their knowledge of environmental or sustainability issues and 63% of respondents had increased awareness of their environmental impact as a result of participating in the program.				
Progressed in accordance with Delivery Program – Year 4.				

Critical Action

Code	Description	Progress	Comments
N1.1.1.1	Expand communication mechanisms and channels to broaden community outreach and participation. <i>Responsible Officer: Director Strategy & Environment</i>	<input checked="" type="checkbox"/> 100%	Subscriber numbers are growing for Council's monthly Sustainability E-news, What's On Calendar, Loving Living Ku-ring-gai Facebook page and Twitter account, The Envirotube channel and various print and email communications continue to broaden Council's community outreach and increase participation in its environmental and sustainability programs.

Operational Plan Tasks

Code	Description	Progress	Comments
N1.1.1.1.1	Utilise a variety of communication mechanisms and channels for different target groups to deliver environmental information. <i>Responsible Officer: Manager Environment & Sustainability</i>	<input checked="" type="checkbox"/> 100%	Council's Loving Living Ku-ring-gai programs and events have been successfully communicated through a variety of print, email and social media mechanisms. Audiences and followers have grown across all mediums with Facebook likes increasing to 2635, Twitter followers to 522, What's on events calendar subscribers to 1110 and Sustainability E-news subscribers to 2309. Facebook advertising has also been used successfully to broaden community outreach. Council's YouTube channel, Envirotbe, has now registered 292,465. and has 910 subscribers.

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
N1.1.2	Increased community action that benefits the environment. <i>Responsible Officer: Director Strategy & Environment</i>		Local Community Groups, Local Environmental Groups	Facilitate, Lead
Comments				
Council's 'Loving Living Ku-ring-gai' program continues to lead to increasing numbers of residents taking action to improve the environment, whether it be through a native bee hive or Pool to Pond conversion, the installation of energy efficient pool pumps, rainwater tanks and raingardens, sustainable building design, bush regeneration volunteering, compost bins and worm farms, or the delivery of an environmental project through the Environmental Levy small grants scheme. Between 2013/14 and 2016/17 program evaluation demonstrated 7,691 reported actions by the local community to benefit the environment.				
Progressed in accordance with Delivery Program – Year 4.				

Critical Action

Code	Description	Progress	Comments
N1.1.2.1	Development of environmental resources, tools and targeted education programs for a range of user groups. <i>Responsible Officer: Director Strategy & Environment</i>	 100%	During the reporting period Council's sustainability engagement programs continued to attract community members to a broad range of initiatives. The success of these initiatives is evident in the significant growth in participant numbers and the age groups involved.

Operational Plan Tasks

Code	Description	Progress	Comments
N1.1.2.1.1	Develop and deliver programs, resources and education demonstration sites at the Wildflower Garden. <i>Responsible Officer: Manager Community & Recreation Services</i>	 100%	In the period from January to June our programs included: <ul style="list-style-type: none"> - Ranger-led programs included a total of 19 Bush Kids school holiday programs attended by 405 children plus parents returning \$9,624 to the precinct budget. - 66 Bush Birthday Parties attended by 743 children plus parents returned \$5200 to the precinct budget. - 40 Toddlers & Tadpoles weekday playgroups attended by an average of 55 children and their parents returned \$4,084. - 20 Junior Rangers Club sessions attended by an average of 26 children and their parents returned \$3,353 to the precinct budget.. - 11 school excursions attended by 466 Children raising revenue of \$5,792. - 5 Vacation care programs with 241 participants raised a return of \$3,133, - 7 Early childhood activities involving 124 children returned \$793. - 6 Seniors activities returned a total of \$1,560 to the budget.

N1.1.2.1.2	<p>Deliver environmental resources and programs for residents.</p> <p>Responsible Officer: <i>Manager Environment & Sustainability</i></p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Council's Compost Revolution program engaged 303 residents via the website and tutorials and distributed 11 worm farms and 35 compost bins over the past 6 months. Since 2014, the program has diverted over 39 tonnes of waste from landfill by encouraging organics recycling in the home. Council's Loving Living Ku-ring-gai program delivered a range of sustainability events, including keeping chickens, solar power and batteries, bush walks and tai chi, making handmade paper, cheese and yoghurt making and talks on our native flora and fauna, attracting over 400 participants. Council also ran a series of tailored sustainability workshops for our Korean and Chinese communities, attracting over 200 participants. This year Council distributed its 1000th native bee hive, with 630 of these distributed to residents in Ku-ring-gai.</p>
N1.1.2.1.3	<p>Deliver environmental resources and programs for businesses.</p> <p>Responsible Officer: <i>Manager Environment & Sustainability</i></p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>The Better Business Partnership (BBP) program continues to provide a valuable sustainability advice service to small and medium businesses in Ku-ring-gai., with current membership at 263 businesses. Over the past year, 21 businesses were appraised for their energy, water and waste performance and 22 existing business members were re-appraised. During the same period, 40 businesses received a waste audit and 3 businesses received an energy audit. The 16/17 audits identified a potential diversion of 5,751,193L of annual waste from landfill and 56,014 kWh of potential annual electricity savings and as result of the BBP activity a verified diversion from landfill of 507,825 L of annual waste has been achieved and 23,476 kWh of verified annual electricity savings made. Over the 5yrs of the current BBP program a total of 728,488 L of waste has been diverted from landfill and 312, 001 kWh of energy saved in Ku-ring-gai. The recent BBP Awards night saw several Ku-ring-gai businesses recognised for their efforts in working towards sustainability.</p>
N1.1.2.1.4	<p>Deliver environmental resources and programs for schools.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>During the period of January to June 2017 we have continued to develop environmental resources and programs for schools. With the abandonment of the Cultural Centre project we have put together a temporary retail nursery area where we now propagate and sell many indigenous plants. This has in turn allowed us to clean up the nursery area and start to re-purpose some of the areas there to support other Precinct activities. The Dampiers Clearing area has been completely renovated to provide more accessible use and to enable classes to be conducted there. The Bidwells Clearing is next to be renovated to allow for classes and birthday Parties. The Teaching Garden next to the Rangers House on the Wildflower Garden has been completely renovated and is being treated so that it may be used for education classes. We have also developed a program for 2017/2018 that requires microscopes and we have committed to buying three initially then gradually increase our stock to 12 over the next twelve months.</p>

Issue: Natural Areas

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
N2.1.1	Strategies and plans are relevant and implemented to improve the conservation and recovery of flora and fauna. <i>Responsible Officer: Director Strategy & Environment</i>		Office of Environment and Heritage, Department of Planning and Environment, Bushcare, National Parks and Wildlife Service, Local Community and Environmental Groups	Deliver, Lead
Comments				
During the year Council adopted a revised Biodiversity Policy, Water Sensitive City Policy, Dumping and Encroachment in Bushland Policy, Fauna Management Policy and Climate Change Adaptation Strategy, that all include objectives and management actions to improve the conservation and recovery of flora and fauna within Ku-ring-gai. Council is still to revise its Natural Areas (Bushland Reserves) Plan of Management, which is scheduled for 2017- 2018.				
Progressed in accordance with Delivery Program – Year 4 subject to the completion of a review of the Bushland Reserves Plan of Management.				

Critical Action

Code	Description	Progress	Comments
N2.1.1.1	Implementation of Bushland Reserves Plan of Management. <i>Responsible Officer: Director Operations</i>	 50%	Priority actions from the Ku-ring-gai Bushland Reserves Plan of Management 2013 continue to be implemented, including bush regeneration activities and the creation of bush regeneration site management plans. Work is currently under way to develop a site management plan for the Ku-ring-gai Flying Fox Reserve. Development of the Ku-ring-gai Natural Areas Plan of Management, which will replace the Ku-ring-gai Bushland Reserves Plan of Management 2013, has been delayed due to resource limitations. All existing works are undertaken in accordance with existing plans and policies. Reason Awaiting review of current plan of management. Remedial Action Has been prioritised by Operations and Strategy Departments for completion by December 2017.

Operational Plan Tasks

Code	Description	Progress	Comments
N2.1.1.1.1	<p>Finalise the review of the Ku-ring-gai Natural Areas Plan of Management and implement priority actions, including bushland regeneration activities.</p> <p>Responsible Officer: <i>Manager Environment & Sustainability</i></p>	 50%	<p>Priority actions from the Ku-ring-gai Bushland Reserves Plan of Management 2013 continue to be implemented, including the management of bushland restoration sites and the creation of bush regeneration site management plans. A site management plan for the Ku-ring-gai Flying Fox Reserve will soon be completed.</p> <p>Reason</p> <p>The development of the Ku-ring-gai Natural Areas Plan of Management has been delayed due to staff vacancies, competing work priorities and until changes to the State Environmental Planning Policy (SEPP) No 19 — Bushland in Urban Areas are clear. A review of this draft SEPP will be undertaken (expected for release next financial year) to ensure appropriate protection of bushland within the Ku-ring-gai LGA.</p> <p>Remedial Action</p> <p>Staff resources will be re-directed to this task which has been included in the 2017-2018 Operational Plan.</p>

Critical Action

Code	Description	Progress	Comments
N2.1.1.2	<p>Implementation of Biodiversity Policy.</p> <p>Responsible Officer: <i>Director Strategy & Environment</i></p>	 100%	<p>A number of management actions are being implemented in accordance with the objectives of the Biodiversity Policy, including bushland restoration, a bushland dumping and encroachment program, ecological burning, biodiversity surveys, pest animal and noxious weed control programs, tailored community education resources and community engagement and capacity building programs and research projects.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
N2.1.1.2.1	<p>Implement priority actions from the Biodiversity Policy and implement the biodiversity monitoring program.</p> <p>Responsible Officer: <i>Manager Environment & Sustainability</i></p>	 100%	<p>Council continues to implement priority actions from the Biodiversity Policy, including bushland restoration, the bushland dumping and encroachment program, ecological burning, biodiversity surveys, pest animal and noxious weed control programs, tailored community education resources, community engagement and capacity building programs, and research projects. Council is currently seeking comment from the community on its proposal for the creation of BioBanking sites within Council owned or managed land in Ku-ring-gai, as an ongoing biodiversity management approach to support the objectives of the Biodiversity Policy. The results of Council's 2016/17 biodiversity monitoring program are due for release in the next quarter.</p>

Critical Action

Code	Description	Progress	Comments
N2.1.1.3	<p>Bushland maintenance activities are undertaken in accordance with adopted strategies and plans to enhance flora and fauna.</p> <p>Responsible Officer: Director Operations</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Bushland maintenance activities continued during the period in accordance with adopted programs. This included:</p> <ul style="list-style-type: none"> - Bushland Access <p>The Access team currently manages 44km network of fire trails throughout the Ku-ring-gai Council LGA. Maintenance included inspection and where required, extensive vegetation trimming of all fire trails and minor surface repair works on both trails and walking tracks. Maintenance of drainage infrastructure was undertaken on all of the fire trails throughout the LGA.</p> <ul style="list-style-type: none"> - Fire Break Maintenance <p>The prevention team currently manages 24.5km network of fire trails throughout the Ku-ring-gai Council LGA. All breaks have received at least one inspection and one maintenance run which has meant we are complying with the requirements set out in the Hornsby Ku-ring-gai Bushfire Risk Management Plan.</p> <ul style="list-style-type: none"> - Hazard Reduction Burns <p>The 2016/17 hazard reduction burn program has been very successful. Nine burns were listed and to date four have been undertaken. This represents 44% of the program completed.</p> <ul style="list-style-type: none"> - Burn Sites Prepared <p>Of the proposed nine burn sites, seven have received environmental assessments and had mechanical treatment including installation of burn control lines and extensive weed control works.</p> <ul style="list-style-type: none"> - Ecological Burns <p>The 2016/17 ecological burn program has two of the largest and most complex sites to date for the program being a portion of Flying Fox Reserve, Gordon and the top of Sheldon Forest in Pymble, part of Councils Biobanking site. Extensive preparation has been carried out and both sites are on track to be very successful. Weather permitted it is proposed to burn the sites prior to March 2017.</p> <ul style="list-style-type: none"> - Bushland Regeneration <p>The bushland regeneration team have continued the annual maintenance program on 18 sites and very successfully kept them in a stable condition. These are excellent results. The team has also been offering support to Bushcare, Regeneration contractors and the other bushland teams. All listed contractor sites were monitored monthly and support was given when requested.</p> <ul style="list-style-type: none"> - Contract Bushland Restoration Sites



			<p>The Contractor for bushland regeneration works have continued the annual maintenance program on 23 sites. Works have been very successful seeing a good reduction in weed cover and increase in native floral diversity.</p> <ul style="list-style-type: none"> - Sheldon Forest, Rofe Park, Comenarra Creek Biobanking Site <p>All targeted goals within the Biobanking agreement have been met. A large scale fabrication and re-vegetation project has been successfully completed on the Warragal Road embankment. Extensive pre fire works have been undertaken for ecological burning and extensive post fire works have been carried out on last years ecological burn zones with great success with threatened species and locally rare plants being found in areas they had previously disappeared. Some very rewarding work.</p> <ul style="list-style-type: none"> - Noxious and Environmental Weeds <p>The following noxious weeds have been extensively targeted throughout the Local Government Area: Tussock Paspalum, Coolatai Grass, Boneseed, Climbing Asparagus, Madeira Vine, Cat's Claw Creeper, Ludwigia longifolia and Ludwigia peruviana. Extensive works were undertaken on the eradication of urban environmental weeds where these weeds have developed into substantial infestations in response to CRS requests.</p> <ul style="list-style-type: none"> - Fox Baiting Program <p>The August Fox Baiting Program was a great success with good weather throughout the program and as a result many successful fox takes reducing the threat from foxes on our native fauna.</p>
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Key Achievements

Extensive pre fire works have been undertaken for ecological burning and extensive post fire works have been carried out on last years ecological burn zones with great success with threatened species and locally rare plants being found in areas they had previously disappeared.

Operational Plan Tasks

Code	Description	Progress	Comments
N2.1.1.3.1	<p>Implement service level agreements and report on activities and outputs for noxious weeds and feral animal management programs on a quarterly basis.</p> <p>Responsible Officer: <i>Manager Open Space Operations</i></p>	 100%	<p>Council's bushland maintenance teams are meeting relevant service level agreements as per adopted strategies, plans and bushland programs and will achieve maintenance schedules by the end of the financial year.</p> <p>High risk weeds targeted for the report period include Corky Passionfruit Vine, Madeira Vine, Cat's Claw Creeper, Coolatai Grass, Tussock Paspalum and Pampass Grass.</p> <p>Fox Baiting was carried out at all programmed sites over the March and April period. The program was a success with several foxes controlled during the operation.</p> <p>Rabbit baiting has been put on hold pending the release of RHD virus in September.</p>

Critical Action

Code	Description	Progress	Comments
N2.1.1.4	<p>Integrated monitoring and evaluation framework informs investment and management priorities in our bushland.</p> <p>Responsible Officer: Director Strategy & Environment</p>	 75%	<p>Council's bushland prioritisation matrix continues to guide investment in bushland restoration activities across Council's bushland reserves. Council's Biodiversity Policy and Fauna Management Policy include a monitoring framework to evaluate the impact of Council's biodiversity and fauna management programs. Council's bushland condition rating measures the impact of bushland restoration activities across Council's bushland reserves.</p> <p>Reason</p> <p>The development of detailed site management plans for Council's bushland reserves is still outstanding.</p> <p>Remedial Action</p> <p>Staff resources will be re-directed towards the completion of detailed site management plans for Council's bushland reserves in 2017/18.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
N2.1.1.4.1	<p>Implement priority actions from the Fauna Management Policy and implement the fauna monitoring program.</p> <p>Responsible Officer: Team Leader Natural Areas</p>	 100%	<p>Council has developed numerous fauna programs to monitor, evaluate and report on the objectives contained in the Fauna Management Policy.</p> <p>Council has formed collaborative partnerships with community groups for Eastern Pygmy Possum Monitoring, Powerful Owl Monitoring, Grey-headed Flying-fox counts and mapping. These individual programs have all been reported providing valuable engagement opportunities to community members and information for land management and conservation. Council also completed a collaborative project with the Department of Primary Industries monitoring microbats at pool to pond sites.</p> <p>Council have continued to maintain its' database of threatened and significant species (BioBase) and used this information to appropriately guide management and conservation decisions in line with the Fauna Management Policy.</p> <p>To inform future fauna monitoring, Council has co-ordinated the creation of a draft fauna monitoring and research methodology, associated with ecological burning in the LGA.</p> <p>Council has commenced development of a Biodiversity report card, to more effectively promote and evaluate change over time.</p>

N2.1.1.4.2	<p>Implement site management plans for bushland areas and monitor and report on bush regeneration activities on a quarterly basis.</p> <p>Responsible Officer: <i>Manager Open Space Operations</i></p>	 50%	<p>Monitoring of existing bushland sites is being undertaken in accordance with agreed programs. The development of the first detailed Management Plan is still outstanding.</p> <p>Reason</p> <p>There has been a delay in receiving the consultant's report incorporating ecological expert comments with relation to Flying Fox management.</p> <p>Remedial Action</p> <p>Timeframes have been agreed for the review of the Ku-ring-gai Flying Fox Reserve Management Plan completion before the end of 2017.</p>
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Term Achievement

Code	Description	Progress	Stakeholders	Council Role
N2.1.2	<p>Ecological protection and understanding is integrated within land-use planning.</p> <p>Responsible Officer: <i>Director Strategy & Environment</i></p>		<p>Office of Environment and Heritage, Department of Planning and Environment, Bushcare, National Parks and Wildlife Service, Local Community and Environmental Groups</p>	<p>Deliver, Lead</p>
Comments				
<p>Ecological provisions are incorporated into Ku-ring-gai's Local Environmental Plans and Development Control Plans and Council's environmental assessment procedures.</p> <p>Progressed in accordance with Delivery Program – Year 4.</p>				

Critical Action

Code	Description	Progress	Comments
N2.1.2.1	<p>Effective guidelines, processes, training and monitoring is in place to ensure ecological protection is integrated within land-use planning.</p> <p>Responsible Officer: <i>Director Strategy & Environment</i></p>	 100%	<p>Council's environmental assessment guidelines, processes, training and monitoring are consistent with the aim of ensuring ecological protection is integrated within land-use planning. Development applications are assessed in accordance with the biodiversity and riparian provisions within the Principal Local Environmental Plan and Development Control Plan and conditions are applied to development consents that reflect these provisions.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
N2.1.2.1.1	<p>Implement and monitor guidelines and templates for environmental assessment processes.</p> <p>Responsible Officer: <i>Manager Environment & Sustainability</i></p>	 100%	<p>Council's environmental assessment guidelines, templates, processes and training are continually monitored and improved to reflect any legislative changes and requirements and to ensure that they are relevant and effective in meeting Council's environmental management objectives. Key changes identified for next financial year include updates to the Review of Environmental Factors (REF) template and modifications to the environmental assessment guidelines, templates and processes, to incorporate recent and upcoming legislative changes (including but not limited to the NSW Biodiversity Conservation Act and Regulations and Vegetation SEPP).</p>
N2.1.2.1.2	<p>Apply Development Assessment conditions that reflect Council policies and that are consistent with riparian and biodiversity provisions within the Principal Local Environmental Plan and Development Control Plan.</p> <p>Responsible Officer: <i>Manager Development Assessment Services</i></p>	 100%	<p>Engineering conditions are applied to development consents to reflect Council's policies in order to achieve the riparian and biodiversity objectives of Council's LEPs and DCPs.</p>

Critical Action

Code	Description	Progress	Comments
N2.1.2.2	<p>Assessment and regulatory actions contribute to improved water quality through application of appropriate DA conditions, assessment of stormwater management and protection of waterways throughout the entire development process.</p> <p>Responsible Officer: <i>Director Development & Regulation</i></p>	 100%	<p>All applications are assessed and reviewed by suitably qualified professionals to ensure the water management, biodiversity, riparian and bushfire objectives of Council's controls are upheld where relevant.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
N2.1.2.2.1	<p>Development Assessment conditions are reviewed and updated as appropriate.</p> <p>Responsible Officer: <i>Manager Development Assessment Services</i></p>	 100%	<p>Conditions relating to engineering aspects of DAs are reviewed and continuously updated as necessary to achieve Council's water quality objectives.</p>

Issue: Natural Waterways

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
N3.1.1	The condition of natural waterways and riparian areas have improved and water harvesting and reuse has significantly increased. <i>Responsible Officer: Director Strategy & Environment</i>		Office of Environment and Heritage, Department of Planning and Environment, Hawkesbury-Nepean Catchment Management Authority, Universities, Utilities	Deliver, Lead

Comments

Council's stream health monitoring program continues to demonstrate that 100% of the creeks tested have maintained or improved their stream health score. Council also continues to bring more stormwater harvesting systems on line, facilitating increased water harvesting and reuse. In 2016-2017, 86% of total demand across our reuse/harvesting sites was met by reused/harvested water.

Progressed in accordance with Delivery Program – Year 4.

Critical Action

Code	Description	Progress	Comments
N3.1.1.1	Best practice research informs Council's water management programs. <i>Responsible Officer: Director Strategy & Environment</i>	 100%	Council has been a long standing participant in the Cooperative Research Centre (CRC) for Water Sensitive Cities, ensuring that Council has access to best practice research from across Australia to inform its water and catchment management program.

Operational Plan Tasks

Code	Description	Progress	Comments
N3.1.1.1.1	Participate in research programs and partnerships to advance water management. <i>Responsible Officer: Team Leader Natural Areas</i>	 100%	Council continues to participate in research programs and partnerships to advance its water and catchment management program, including on-going work with researchers from the CRC for Water Sensitive Cities and UTS on water management projects incorporating investigations into harvested stormwater quality.

Critical Action

Code	Description	Progress	Comments
N3.1.1.2	<p>Implementation of Integrated Water Cycle Management Policy and Strategy.</p> <p>Responsible Officer: Director Strategy & Environment</p>	 88%	<p>Council's recently adopted Water Sensitive City Policy provides a management framework to respond to the issues of water conservation and water security, flooding risks, degradation of urban waterways and rising temperatures in a way that enhances the liveability of Ku-ring-gai. A number of management actions are being implemented in accordance with the objectives of the Water Sensitive City Policy.</p> <p>Reason</p> <p>Autumn sampling for Council's stream health monitoring program has been delayed due to an unreliable water quality meter that has now been replaced.</p> <p>Remedial Action</p> <p>Autumn sampling will be conducted in July 2017.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
N3.1.1.2.1	<p>Implement priority actions from the Water Sensitive City Policy and finalise the Water Sensitive City Strategy.</p> <p>Responsible Officer: Team Leader Natural Areas</p>	 100%	<p>Priority actions continue to be implemented as part of Council's Water Sensitive City Policy, including stormwater harvesting and reuse and water savings programs, community engagement programs, flood risk management, water sensitive urban design, planning controls and participation in water management research.</p>
N3.1.1.2.2	<p>Implement a stream health monitoring program.</p> <p>Responsible Officer: Team Leader Natural Areas</p>	 75%	<p>Council has continued to implement Crayfish sampling, with positive results. Council's Autumn water quality sampling has been delayed and is now scheduled for completion in July 2017.</p> <p>Reason</p> <p>A new water quality metre has just been purchased and delivered to replace the old metre that was appearing unreliable. This has delayed the Autumn sampling until early July 2017.</p> <p>Remedial Action</p> <p>Project will be back on track when Autumn sampling is undertaken in July 2017.</p>

Critical Action

Code	Description	Progress	Comments
N3.1.1.3	Ensure maintenance programs are in place for Council's Water Sensitive Urban Design (WSUD) devices. <i>Responsible Officer: Director Operations</i>	<input checked="" type="checkbox"/> 100%	Maintenance of WSUD's has continued under the regional contract for these devices during the entire reporting year.

Operational Plan Tasks

Code	Description	Progress	Comments
N3.1.1.3.1	Maintain water sensitive urban design (WSUD) devices in accordance with adopted service contract. <i>Responsible Officer: Director Operations</i>	<input checked="" type="checkbox"/> 100%	Completed previous reporting period.

Critical Action

Code	Description	Progress	Comments
N3.1.1.4	Ensure water harvesting devices are operating to capacity. <i>Responsible Officer: Director Operations</i>	<input checked="" type="checkbox"/> 100%	All water harvesting devices and irrigation systems have been audited and serviced to allow efficient use. Monitoring and sensors have been installed at a number of tanks to allow for remote reporting of tank levels to assist in determining the amount and frequency of irrigation.

Operational Plan Tasks

Code	Description	Progress	Comments
N3.1.1.4.1	Manage harvesting sites according to Water Reuse Management Plans and maintenance program. <i>Responsible Officer: Manager Open Space Operations</i>	<input checked="" type="checkbox"/> 100%	All water harvesting devices have been maintained according to the maintenance schedule including the cleaning of tanks, servicing of pumps and testing of irrigation systems. A project is under way at St Ives Showground to increase the use of harvested water from St Ives Tree Tip on the main arena and this work is due to be completed early in the new financial year.

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
N3.1.2	Ecological protection of our waterways is integrated within land-use planning. <i>Responsible Officer: Director Strategy & Environment</i>		Office of Environment and Heritage, Department of Planning and Environment, Hawkesbury-Nepean Catchment Management Authority, Universities, Utilities	Deliver, Lead

Comments

Riparian provisions are incorporated into Ku-ring-gai's Local Environmental Plans and Development Control Plans and Council's environmental assessment procedures.

Progressed in accordance with Delivery Program – Year 4.

Critical Action

Code	Description	Progress	Comments
N3.1.2.1	Implementation of Council's Riparian Policy. <i>Responsible Officer: Director Strategy & Environment</i>	 100%	Council's Water Sensitive City Policy, endorsed in August 2016, replaced Council's Riparian Policy. Many of the riparian provisions in the Riparian Policy were transferred to Council's Development Control Plan (DCP). Riparian provisions in the Water Sensitive City Policy and DCP are adhered to through Council's development assessment and environmental assessment processes.

Operational Plan Tasks

Code	Description	Progress	Comments
N3.1.2.1.1	Implement riparian provisions as part of Council's Water Sensitive City Policy and Strategy. <i>Responsible Officer: Team Leader Natural Areas</i>	 100%	Council continues to implement riparian provisions as part of Council's Water Sensitive City Policy and Strategy including the implementation of Riparian provisions through Council's development assessment and Part 5 assessment processes.

Issue: Climate Change

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
N4.1.1	The community is effectively informed and engaged on climate change issues. <i>Responsible Officer: Director Strategy & Environment</i>	<input checked="" type="checkbox"/>	Office of Environment and Heritage, National Parks and Wildlife Service, Department of the Environment, National Climate Change Adaptation Research Facility, Emergency Management Agencies, Universities, Community Groups, Residents	Facilitate, Lead
Comments				
Council's Climate Wise Communities program delivers a number of workshops annually to assist the community to improve their resilience to the impacts of extreme weather events as a result of climate change. Progressed in accordance with Delivery Program – Year 4.				

Critical Action

Code	Description	Progress	Comments
N4.1.1.1	Programs are being implemented to build community resilience to the impacts of climate change and extreme weather events. <i>Responsible Officer: Director Strategy & Environment</i>	<input checked="" type="checkbox"/> 100%	Council's Climate Wise Communities program has moved to a new implementation phase, whereby an online community engagement platform is being developed to connect the community with the Local Emergency Management Committee and Council and to facilitate community efforts to build resilience to extreme weather events.

Operational Plan Tasks

Code	Description	Progress	Comments
N4.1.1.1.1	Deliver the Climate Wise Communities program. <i>Responsible Officer: Manager Environment & Sustainability</i>	<input checked="" type="checkbox"/> 100%	The Climate Wise Communities program continues to grow and diversify with grant funding from the NSW Office of Emergency Management. This stage of the program involves the development of an online community network that links community members and groups with the Local Emergency Management Committee (LEMC) and Council, in order to strengthen community resilience to extreme weather events on a personal, property and neighbourhood scale. A web designer has been engaged to design the online community network. Wollondilly and Hornsby Councils are partnering with Ku-ring-gai on this stage of the program.

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
N4.1.2	Council's vulnerability to climate change is reduced. <i>Responsible Officer: Director Strategy & Environment</i>		Office of Environment and Heritage, National Parks and Wildlife Service, Department of the Environment, National Climate Change Adaptation Research Facility, Emergency Management Agencies, Universities, Community Groups, Residents	Deliver, Lead
Comments				
Council's revised 2016 Climate Change Adaptation Strategy provides a management framework for Council to reduce its vulnerability and improve its resilience to the impacts of climate change, in relation to service delivery, operations and people.				
Progressed in accordance with Delivery Program – Year 4.				

Critical Action

Code	Description	Progress	Comments
N4.1.2.1	Develop initiatives to build Council's capacity to prepare, respond and recover to the increasing severity and frequency of extreme weather events as a result of a changing climate <i>Responsible Officer: Director Strategy & Environment</i>	 100%	Council's Climate Change Adaptation Strategy 2016 focuses on building Council's capacity to prepare for, respond to, and recover from severe weather events as a result of a changing climate. A number of climate change adaptation actions were developed as part of this Strategy, which are currently being assessed against economic, environmental and social criteria, to determine priority adaptation actions for Council for implementation in 2017/18.

Operational Plan Tasks

Code	Description	Progress	Comments
N4.1.2.1.1	Pursue viable opportunities for a community volunteer network to respond to extreme weather events. <i>Responsible Officer: Manager Environment & Sustainability</i>	 100%	The Climate Wise Communities program is facilitating the development of an online community network, to link community members and groups with the Local Emergency Management Committee (LEMC) and Council. in order to strengthen community resilience to extreme weather events as a result of a changing climate.

Issue: Sustainable Resource Management

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
N5.1.1	The community is responsible and engaged in improved recycling and reduction in resource use. <i>Responsible Officer: Director Operations</i>		Office of Environment and Heritage, Northern Sydney Region of Councils, Department of the Environment, Utilities, NSW Environment Protection Authority	Facilitate, Lead
Comments				
During the year Council staff completed workshops and education programs with the community and schools to help improve recycling and waste reduction. Staff resourcing shortages in waste education has delayed the delivery of some programs.				
Progressed in accordance with Delivery Program – Year 4 subject to availability of appropriate resources				

Critical Action

Code	Description	Progress	Comments
N5.1.1.1	Recycling services are provided and waste recycling and avoidance education is enhanced. <i>Responsible Officer: Director Operations</i>	 98%	During this reporting period recycling services have been provided including domestic and non domestic waste recovery services including recovery for E-Waste and household chemicals. Waste education to schools and the general community has continued including print information, webpage information, displays and face to face coaching.

Operational Plan Tasks

Code	Description	Progress	Comments
N5.1.1.1.1	Deliver community waste education programs and report on recycling/diversion targets. <i>Responsible Officer: Manager Waste</i>	 100%	Community waste activities were delivered during the period as follows: - A chemical collection took place on 6 and 7 May with 55.5 tonne of material collected and diverted from waterways and landfill. Almost 1,500 carloads of chemicals were delivered. - Residents attended a workshop on composting and worm farming at Kimbriki where they learnt about composting and worm farming and why it is important to keep organic waste out of landfill where possible. - The e-waste collection was held on the 17th and 18th of June. The amount of material collected is unknown at this stage as its still being processed. Over 800 cars delivered an assortment of e-waste to the event.

			- Council and 'The Bower Reuse & Repair Centre' have partnered to offer an alternative to Council clean-up and landfill which allows for quality items to be collected and re-homed for reuse. The Bower received 70 enquires from Ku-ring-gai residents which resulted in pick-ups, in store donations and referrals to other organisations who can assist.
N5.1.1.1.2	Deliver grant funded Waste Less Recycle More projects. <i>Responsible Officer: Manager Waste</i>	 95%	Projects were delivered including new litter bin installations, provision of 2 waste investigations officers, electronic camera roll out, e-waste and chemical collection events. These were completed utilising the remaining balance of the Better Waste & Recycling Funds. Additionally, litter fencing at Warrimoo and Turramurra shopping centre car parks were also completed.
N5.1.1.1.3	Participate in the NSROC Regional Waste Disposal Contract and Regional Waste Plan actions. <i>Responsible Officer: Manager Waste</i>	 100%	Completed previous reporting period.

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
N5.1.2	The community is responsible and engaged in energy and water conservation and efficiency programs. <i>Responsible Officer: Director Strategy & Environment</i>		Office of Environment and Heritage, Northern Sydney Region of Councils, Department of the Environment, Utilities, NSW Environment Protection Authority	Facilitate, Lead
Comments				
Council's Energy Smart Savers program provides the community with an opportunity to reduce their energy use and carbon footprint through an annual rebate scheme (currently for energy efficient pool pumps) and workshop series. Council's Water Smart program provides the community with an opportunity to reduce their water use and through an annual rebate scheme (for rainwater tanks and rain gardens) and workshop series.				
Progressed in accordance with Delivery Program – Year 4.				

Critical Action

Code	Description	Progress	Comments
N5.1.2.1	Implement educational programs to assist the community to reduce energy and water. <i>Responsible Officer: Director Strategy & Environment</i>	 100%	The energy and water savings achieved by the Ku-ring-gai community with support from Council continued to grow during the period. These were facilitated by the Energy Smart Savers program and pool pump rebates, the Water Smart Program and rebates and sustainability support through Council's Smart Units Program

Operational Plan Tasks

Code	Description	Progress	Comments
N5.1.2.1.1	<p>Deliver community energy reduction and water conservation programs.</p> <p>Responsible Officer: <i>Manager Environment & Sustainability</i></p>	<p> 100%</p>	<p>Community events were delivered as follows:</p> <ul style="list-style-type: none"> - As part of Council's Energy Smart Savers program, 47 pool pump rebates were awarded totalling \$11,750, supporting the installation of highly energy efficient pool pumps. This matched community investment of \$48,213. Energy efficient pool pumps installed over the past year as part of the program will result in a combined annual reduction of electricity consumption of 166.85 megawatt-hours (MWh) and CO2 reduction of around 177.50 tonnes. - An information evening on solar power and storage for home owners attracted 72 attendees. As part of Council's Water Smart program, 6 rebates were awarded totalling \$3,233, resulting in the installation of 2 rainwater tanks with a total capacity of 22,000 litres and 2 rain gardens. This matched community investment of \$17,098. - A construction workshop on rain gardens attracted 17 attendees. The Smart Units program provides grants for energy and water saving actions implemented by apartment blocks, with an additional rebate toward the cost of an initial energy audit awarded following the submission of 12 months of data for measurement and analysis. Five Ku-ring-gai apartment blocks have been engaged in the program over 2016/17, with \$51,535 of potential savings identified for these apartment blocks if they were to implement the recommended energy management actions. - Through the Greenstyle program, Council has provided home sustainability advice to 35 households and garden advice to 46 households over the past year.

Theme: Places, Spaces and Infrastructure

Performance Indicators

Code	Description	Baseline	Yearly Target	Units	Achieved Amount	Yearly Rating Image
P1.1.1.A	Tree Management requests actioned within agreed service delivery standards.	In 2012/2013 90% of the 5,000 tree management requests received were actioned within agreed service delivery standards. (Data source: Council)	90	%	70	
Comment: Budget constraints affected ability to achieve service levels for Council tree works.						
P2.1.2.A	Percentage of development applications assessed largely consistent with relevant policies and legislation.	Annual target of 100% for assessing applications. (Data source: Council)	100	%	100	
P2.1.2.B	Development application determination times. <i>Lesser is better.</i>	Annual target for net median processing times for all applications is less than 80 days. (Data source: Council)	80	days	78	
P3.1.1.A	Percentage of Land and Environment Court matters that result in successful outcomes.	In 2012/13 Council was successful in over 90% of cases in the Land and Environment Court. (Data source: Council, Land & Environment Court)	90	%	95	
P6.1.2.A	Open space projects.	Completion of capital works programs within timeframes and budgets. (Data source: Council)	90	%	95	
P6.1.2.B	Satisfaction with the condition and maintenance of Council sporting fields.	Satisfaction level based on previous Council community surveys. (Data source: Community Satisfaction Survey)	75	%	75	
P6.1.2.C	Playground Safety Audit Program.	Completion of playground safety audit program within set timeframes. (Data source: Council)	100	%	100	
Comment: The audit was completed and priority works actioned. The audit includes three operational inspections and one independent annual audit report.						
P7.1.1.A	Condition rating of community buildings.	In 2012/2013 there was an average condition rating of 3 on a scale of 1 (excellent) to 5 (poor) under Schedule 7 of the Local Government Act. (Data source: Council)	3	Condition rating	3	
P7.1.1.B	Potable water consumption (kL) in Council facilities. <i>Lesser is better</i>	In 2012/2013 potable water consumption in Council facilities was 98,282kL. (Data source: Council)	98,282	kL	102,514	
Comment: While total potable water consumption is similar in 2016/17 relative to 2015/16, consumption has been consistently higher since 2012/13 due to the recharge of the pools when the Ku-ring-gai Fitness and Aquatic Centre opened and the irrigation load from the establishment of turf at the new/upgraded fields at North Turrumurra Recreational Area, Koola Park, Howson Oval, Acron Oval and Allan Small Oval.						

P7.1.1.C	Water reuse / recycling (kL) used by Council operations.	In 2012/2013 Council reused/ recycled 22,879kL of water from Council TECHSERV (leachate re-use and stormwater harvesting systems). (Data source: Water Conservation Group)	22,879	kL	134,562	
P7.1.1.D	Electricity consumption (MWh) of Council's fixed assets. <i>Lesser is better</i>	In 2012/2013 there was 3,273 MWh electricity consumption of Council's infrastructure assets. (Data source: Utilities, Council)	3,273	MWh	5,124	
<p>Comment: Total Council electricity consumption has decreased by 8% between the 2015/16 and 2016/17 reporting periods due to improved energy efficiency within Council buildings. However, Council electricity consumption increased significantly in 2014 as a number of new assets came online and electricity accounts were transferred from contractors to Council, including 828 Pacific Highway, the Ku-ring-gai Fitness and Aquatic Centre, the North Turramurra Sewer Treatment Plant and the Gordon Golf Course Sewer Treatment Plant.</p>						
P7.1.1.E	Greenhouse gas emissions (tonnes CO2-e) from Council operations. <i>Lesser is better.</i>	In 2012/2013 there was 9,527 tonnes CO2-e greenhouse gas emissions from Council's infrastructure assets (electricity, gas, fleet, street lighting). (Data source: Council)	9,527	tonnes CO2-e	10,589	
<p>Comment: Council emissions decreased by 6% between the 2015/16 and 2016/17 reporting period. This is due to improved energy efficiency within Council fixed assets (8% reduction in consumption), improved energy efficiency of Ausgrid street lighting (4% reduction in consumption) and lower fuel consumption by Council's fleet (3% less emissions). However, Council emissions increased significantly in 2014 as a number of new assets came online and electricity accounts were transferred from contractors to Council, including 828 Pacific Highway, Ku-ring-gai Fitness and Aquatic Centre, the North Turramurra Sewer Treatment Plant and the Gordon Golf Course Sewer Treatment Plant.</p>						
P7.1.2.A	Utilisation of community halls and meeting rooms (during core times).	In 2012/2013 there was an average 75% utilisation of community halls and meeting rooms during core times. (Data source: Council)	75	%	81	
P8.1.2.A	Capital works programs for roads, footpaths and drains.	Completion of capital works programs within timeframes and budgets. (Data source: Council)	95	%	95	
<p>Comment: The delivery of a drainage works project has been delayed until a formal resident consent is received resulting in the performance indicator for 16/17 to be slightly under target.</p>						

Theme: Places, Spaces and Infrastructure

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

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
P1.1.1	<p>Opportunities are provided to our community to contribute to plans for enhancing the local area and visual amenity of our centres.</p> <p><i>Responsible Officer: Director Strategy & Environment</i></p>		Department of Planning and Environment, Local Community Groups, Residents	Facilitate, Lead
Comments				
<p>The community has been involved in consultation for Council's neighbourhood centre projects including Wellington Road Shops, East Lindfield and the Mall Shops at Warrimoo Avenue, St Ives. Works have commenced on The Mall Shops at Warrimoo Avenue, St Ives.</p> <p>Progressed in accordance with Delivery Program – Year 4.</p>				

Critical Action

Code	Description	Progress	Comments
P1.1.1.1	<p>Engage with community in masterplanning and design process for the local area.</p> <p><i>Responsible Officer: Director Strategy & Environment</i></p>	 100%	Community consultation has been undertaken for the revitalisation of The Mall Shops, at Warrimoo Avenue, St Ives Chase and Wellington Road Shops, East Lindfield.

Operational Plan Tasks

Code	Description	Progress	Comments
P1.1.1.1.1	<p>Engage with key stakeholders and the community in the revitalisation of our neighbourhood centres as per the adopted program.</p> <p><i>Responsible Officer: Manager Strategic Projects</i></p>	 100%	The community has been involved in consultation for Council's neighbourhood centre projects including Wellington Road Shops, East Lindfield and the Mall Shops at Warrimoo Avenue, St Ives Chase. Works have commenced on The Mall Shops at Warrimoo Avenue, St Ives. The design has been finalised for the Wellington Road Shops, East Lindfield with construction to be undertaken in the 2017-2018 financial year.

Critical Action

Code	Description	Progress	Comments
P1.1.1.2	Invoking community pride in our local and civic centres. <i>Responsible Officer: Director Strategy & Environment</i>	<input checked="" type="checkbox"/> 100%	Council's program of improvements to neighbourhood and local centres, supplemented with graffiti removal, cleaning of civic areas, parks maintenance and tree management services continue to contribute to the improvement and maintenance of the Ku-ring-gai area.

Operational Plan Tasks

Code	Description	Progress	Comments
P1.1.1.2.1	Develop concept plans for neighbourhood centres informed by community engagement consistent with the adopted program. <i>Responsible Officer: Manager Strategic Projects</i>	<input checked="" type="checkbox"/> 100%	Design concepts for minor works upgrades at Wellington Road, East Lindfield have been finalised in consultation with the business community and local residents.

Critical Action

Code	Description	Progress	Comments
P1.1.1.3	Develop an agreed level of service for removal of graffiti and cleaning of areas to instil community pride. <i>Responsible Officer: Director Operations</i>	<input checked="" type="checkbox"/> 100%	The agreed level of service has been completed. Graffiti is reported through VandalTrak and is showing that graffiti is down by 68% from last year.

Operational Plan Tasks

Code	Description	Progress	Comments
P1.1.1.3.1	Oversee graffiti removal response and report six monthly on actual vs targets for removal of graffiti on public land. <i>Responsible Officer: Manager Engineering Operations</i>	<input checked="" type="checkbox"/> 100%	Graffiti is significantly down from last year's statistics (2015/16 = 342 incidents and 2016/17 = 233 incidents), however amenities at Wahroonga Park and Canon Netball facilities as well as the Lindfield Community/Library tennis area remain hotspots and will continue to be monitored. Treatment of graffiti is becoming easier as we paint and/or place anti-graffiti coatings on our buildings, thus reducing time and effort for the staff, along with reducing risks from utilising chemicals.

Critical Action

Code	Description	Progress	Comments
P1.1.1.4	<p>Ensure compliance with Tree Management Policy.</p> <p><i>Responsible Officer: Director Operations</i></p>	 <p>70%</p>	<p>The Tree Management Policy continues to be implemented for both internal and external customers. Staff have been involved in the inspection and assessment of vegetation on all project sites to ensure appropriate trees are protected for the duration of the project.</p> <p>Reason</p> <p>Response times have been impacted by budget constraints and delays from statutory bodies in undertaking safety clearances for trees on Council land.</p> <p>Remedial Action</p> <p>Council is currently liaising with Ausgrid regarding "No Go Zone" works and working on a new tender for schedules of rates for contracted works.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
P1.1.1.4.1	<p>Implement the Tree Preservation Order and report on response times against targets for Tree Preservation Order requests.</p> <p><i>Responsible Officer: Manager Open Space Operations</i></p>	 <p>70%</p>	<p>Council has received 1,094 tree works applications for private trees for the report period. Of these 823 received an approval for tree works while 37 were refused and 217 have been received but not yet finalised. Time frames for completion were not met for the reporting period.</p> <p>A total of \$28,785 worth of infringements were received for illegal works.</p> <p>Reason</p> <p>An influx of applications was received when staff were on leave and this caused a backlog of requests. Suitably qualified temporary staff were not able to be sourced for the full period.</p> <p>Remedial Action</p> <p>Applications are currently being processed to address the backlog.</p>

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
P1.1.2	Strategies, plans and processes are in place to protect and enhance Ku-ring-gai's unique landscape character. <i>Responsible Officer: Director Strategy & Environment</i>		Department of Planning and Environment, Local Community Groups, Residents	Deliver, Lead
Comments				
Council has up-to-date Development Control Plans to protect and enhance the landscape. Development Assessment processes are in place to ensure the policies are implemented.				
Progressed in accordance with Delivery Program - Year 4, subject to the development of a No Net Loss Policy in 2017-2018.				

Critical Action

Code	Description	Progress	Comments
P1.1.2.1	Improve and implement strategies, plans and processes to protect and enhance Ku-ring-gai's unique landscape character. <i>Responsible Officer: Director Strategy & Environment</i>	 80%	Strategies and plans are in place to protect and enhance Ku-ring-gai's unique landscape character including the Ku-ring-gai Development Control Plan. Reason As a result of the current NSW land management and biodiversity conservation reforms the development of Council's No Net Loss Policy has been postponed. The NSW Biodiversity Conservation Act and Regulations (planned to come into effect on 25 August 2017), along with the Vegetation SEPP, will significantly modify protection and offsetting requirements under both the Environmental Planning and Assessment Act, 1979 as well as within Council's planning controls (Local Environmental Plans and Development Control Plans). Remedial Action Once the full impact of the proposed legislative changes are known, Council will be in a position to create an informed No Net Loss Policy that aligns with current legislative requirements.

Operational Plan Tasks

Code	Description	Progress	Comments
P1.1.2.1.1	<p>Continue to review existing strategies and plans.</p> <p>Responsible Officer: <i>Manager Urban Planning</i></p>	 100%	<p>A major review of Council's DCPs was completed in June 2016. There is now on-going review and monitoring of the controls in the DCP's which protect and enhance Ku-ring-gai's unique landscape character. This has included feedback from assessment and heritage officers in Development & Regulation and the identification of minor errors and ambiguities.</p> <p>Work has commenced on amendments to the Council's DCPs including the Local Centres DCP to incorporate controls for the Turramurra Hub Master Plan.</p>
P1.1.2.1.2	<p>Protection of the unique landscape character through the development assessment process is consistent with state and local government controls.</p> <p>Responsible Officer: <i>Manager Development Assessment Services</i></p>	 100%	<p>All DA landscape assessment referrals are reviewed to ensure applications are consistent with Council's policies and planning documents. Team members successfully represented Council and provided expert input into numerous Land and Environment Court appeals in 2017. Their contribution has ensured improved environmental outcomes in the majority of matters.</p>
P1.1.2.1.3	<p>Finalise and implement a no net loss policy.</p> <p>Responsible Officer: <i>Manager Environment & Sustainability</i></p>	 40%	<p>Internal consultation is continuing on the methodology to be applied within Council's draft No Net Loss Policy. It is envisaged that this policy will be applied to internal Council works for a trial period, to facilitate internal testing prior to relevant components of the methodology being applied more broadly across Ku-ring-gai.</p> <p>Reason</p> <p>As a result of the current NSW land management and biodiversity conservation reforms the development of Council's No Net Loss Policy has been postponed. The NSW Biodiversity Conservation Act and Regulations (planned to come into effect on 25 August 2017), along with the Vegetation SEPP, will significantly modify protection and offsetting requirements under both the Environmental Planning and Assessment Act 1979 as well as within Council's planning controls (Local Environmental Plans and Development Control Plans). Once the full impact of the proposed legislative changes are known, Council will be in a position to create an informed No Net Loss Policy that aligns with current legislative requirements.</p> <p>Remedial Action</p> <p>Further work on this policy will be undertaken next financial year once the full impact and requirements of the Vegetation SEPP and NSW Biodiversity Conservation Act and Regulations are known.</p>

Term Achievement

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

Comments

The 2016/17 program of beautification and revitalisation continues with the commencement of construction at The Mall Shops, St Ives. In addition, construction is due to commence in the 2017-2018 financial year at the Wellington Road Shops, East Lindfield.

Progressed in accordance with Delivery Program – Year 4.

Critical Action

Code	Description	Progress	Comments
P1.1.3.1	Undertake a coordinated program of beautification and revitalisation. <i>Responsible Officer: Director Strategy & Environment</i>	 100%	The 2016/17 program of beautification and revitalisation continues with the commencement of construction at The Mall Shops, Warrimoo Avenue, St Ives. In addition, construction is due to commence in the 2017-2018 financial year at the Wellington Road Shops, East Lindfield.

Key Achievements

Extensive community consultation formulated the designs for these projects.

Operational Plan Tasks

Code	Description	Progress	Comments
P1.1.3.1.1	Report quarterly on established project teams and status of milestones for improvement works for neighbourhood centres consistent with place making. <i>Responsible Officer: Director Strategy & Environment</i>	 100%	Improvement works for neighbourhood centres continue to progress with the design finalised for the East Lindfield Shops and the construction scheduled for the 2017-2018 financial year. The Mall Shops revitalisation and accessible link to The Mall Park works have commenced.

Issue: Managing Urban Change

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
P2.1.1	Land use strategies, plans and processes are in place to effectively manage the impact of new development <i>Responsible Officer: Director Strategy & Environment</i>	<input checked="" type="checkbox"/>	Department of Planning and Environment, Local Community Groups, Residents	Deliver, Advocate, Lead
Comments				
Contemporary Land use strategies, plans and processes are in place to effectively manage the impact of new development. Key achievements are the Council's comprehensive submissions on the Draft District Plan and a series of NSW State Department of Planning Reforms. Progressed in accordance with Delivery Program – Year 4.				

Critical Action

Code	Description	Progress	Comments
P2.1.1.1	Develop plans and strategies that respond to the impacts of urban development. <i>Responsible Officer: Director Strategy & Environment</i>	<input checked="" type="checkbox"/> 100%	Council has made comprehensive submissions on the draft District Plan and a series of NSW State Department of Planning Reforms. The key Deferred Areas dealing with Bushfire Emergency evacuation risks have been finalised and are now with the State Government awaiting gazettal. The implementation of the Activate Local Centres Program is progressing well to deliver quality design outcomes for Ku-ring-gai.
Key Achievements			
Council has a comprehensive set of plans and processes in place to deliver quality design outcomes and maintain the identity and character of Ku-ring-gai. This has been recognised through the series of national and state urban design awards received by Council.			

Operational Plan Tasks

Code	Description	Progress	Comments
P2.1.1.1.1	<p>Respond to State Government Planning initiatives and reforms - including the new Planning Legislation.</p> <p>Responsible Officer: <i>Manager Urban Planning</i></p>	<p> 100%</p>	<p>Submissions have been completed on a number of state government strategic planning documents and planning legislation reforms. These include:</p> <ul style="list-style-type: none"> - The draft North District Plan, - Amendments to the EP&A Act - Amendments to the Infrastructure SEPP - Proposed Education and Child Care SEPP - Proposed Vegetation SEPP - Biodiversity Conservation Act and associated regulations - Revised Bush Fire Environmental Assessment Code and draft Planning for Bush Fire Protection 2017. <p>Where practical, staff have worked with the community to seek their feedback prior to reporting the submissions to Council.</p>
P2.1.1.1.2	<p>Implement and monitor the Local Environmental Plans and supporting Development Control Plans.</p> <p>Responsible Officer: <i>Manager Urban Planning</i></p>	<p> 100%</p>	<p>Implementation and monitoring of Council's LEP's and DCP's has included:</p> <ul style="list-style-type: none"> - The review of the submission on the deferred areas planning proposal was reported to Council on 2 May 2017. The planning proposal was adopted by Council and has been submitted to DP&E to be finalised. - A planning proposal for the rezoning of 21 Lorne Avenue, Killara was reported to Council on 7 February 2017. It was subsequently submitted to DP&E and a gateway was issued in mid March 2017. The planning proposal was exhibited from 6 April 2017 - 5 May 2017. The final planning proposal was adopted by Council on 27 June 2017 and has been submitted to DP&E to be finalised. - A planning proposal was received from the Killara Golf Club on 27 February 2017 for the deferred lands on their site. Council endorsed the planning proposal to be submitted for a gateway determination subject to amendments. - The LEP amendment to rezone land and amend development standards on the Lindfield Hub site was made on 10 March 2017.

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
P2.1.2	Community confidence has continued in our assessment, regulatory and environmental processes. <i>Responsible Officer: Director Development & Regulation</i>	<input checked="" type="checkbox"/>	Department of Planning and Environment, Local Community Groups, Residents	Deliver, Regulate
Comments				
Council's assessment, regulatory and environmental processes achieved set statutory and community outcomes during 2016/ 2017.				
Progressed in accordance with Delivery Program - Year 4.				

Critical Action

Code	Description	Progress	Comments
P2.1.2.1	Applications are assessed in accordance with State and local plans. <i>Responsible Officer: Director Development & Regulation</i>	<input checked="" type="checkbox"/> 100%	All applications are assessed by qualified professional staff and all recommendations are peer reviewed to ensure consistency and that relevant legislation was considered.

Operational Plan Tasks

Code	Description	Progress	Comments
P2.1.2.1.1	Assessments are of a high quality, accurate and consider all relevant legislative requirements. <i>Responsible Officer: Director Development & Regulation</i>	<input checked="" type="checkbox"/> 100%	Assessments are conducted by experienced officers and all recommendations are peer reviewed by senior staff to ensure Council's legislative obligations have been met.
P2.1.2.1.2	Manage the number of outstanding applications. <i>Responsible Officer: Director Development & Regulation</i>	<input checked="" type="checkbox"/> 100%	Applications under assessment are monitored to ensure there are no unreasonable delays in their processing. All applications are determined efficiently and in accordance with the EP&A Act.
P2.1.2.1.3	Determine applications in an effective and efficient manner and within agreed timeframes. <i>Responsible Officer: Director Development & Regulation</i>	<input checked="" type="checkbox"/> 100%	Assessment of applications are undertaken efficiently and unreasonable delays are addressed. Processing times have increased due to a number of factors, including the number of multi-unit residential development applications received, complexity of applications, requirement for certain applications to be determined by the Planning Panel and determination of some applications by the Land and Environment Court.

Critical Action

Code	Description	Progress	Comments
P2.1.2.2	Provide Regulatory Services consistent with State and local controls. <i>Responsible Officer: Director Development & Regulation</i>	<input checked="" type="checkbox"/> 100%	Council adopted its new Compliance Policy on 24 May 2016. All actions of staff in respect of enacting delegations regarding regulatory actions are carried out in accordance with the adopted policy. The popularity and expansion of complying development activities provides a challenge for regulatory officers, as the community become familiar with the new planning control regulations.

Operational Plan Tasks

Code	Description	Progress	Comments
P2.1.2.2.1	Regulatory action is undertaken in accordance with Council's Compliance Policy. <i>Responsible Officer: Manager Compliance & Regulation</i>	<input checked="" type="checkbox"/> 100%	All regulatory actions have been undertaken in accordance with Council's Compliance Policy.

Issue: Quality Urban Design and Development

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
P3.1.1	A high standard of design quality and building environmental performance is achieved in new development. <i>Responsible Officer: Director Strategy & Environment</i>	<input checked="" type="checkbox"/>	Department of Planning and Environment, Local Community Groups, Residents	Deliver, Advocate, Lead, Regulate
Comments				
A high standard of design quality and building environmental performance has been achieved in new development. Key achievements include Council's Smart Homes program which aims to encourage a greater uptake of sustainability design principles into residential development applications and The Ku-ring-gai Architecture and Urban Design Awards which recognise new development to support and enrich Ku-ring-gai's quality built and landscape character.				
Progressed in accordance with Delivery Program – Year 4.				

Critical Action

Code	Description	Progress	Comments
P3.1.1.1	<p>Review and refine Local Environmental Plans (LEPs) and Development Control Plans (DCPs) to facilitate quality urban design outcomes.</p> <p>Responsible Officer: Director Strategy & Environment</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>A high standard of design quality is being pursued and building environmental performance enhanced through the implementation of Councils LEPs and DCPs. The Ku-ring-gai Architecture and Urban Design Awards were held to recognise new development that supports and enriches Ku-ring-gai's quality built and landscape character. Categories included Heritage Design, Contemporary Design, Dwelling House Design and a Sustainable Building Design award.</p>

Key Achievements

The Ku-ring-gai Architecture and Urban Design Awards were held to recognise new development that supports and enriches Ku-ring-gai's quality built and landscape character. The awards provide a mechanism for Council to celebrate excellence in architecture and urban design and promote the professionals responsible for its delivery.

Operational Plan Tasks

Code	Description	Progress	Comments
P3.1.1.1.1	<p>Monitor and review design quality standards in Council's Local Environmental Plans and Development Control Plans.</p> <p>Responsible Officer: Manager Urban Planning</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Council staff and the urban design specialist consultant are monitoring the application of the revised controls in development applications and any Land & Environment Court case decisions. This information will be used to inform future LEP and DCP updates.</p>
P3.1.1.1.2	<p>Provide strategic advice on Development Applications (DAs) and pre-DAs.</p> <p>Responsible Officer: Director Development & Regulation</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>The Development Assessment section continues to provide input in refining our Local Environmental Plans (LEPs) and Development Control Plans (DCPs). The section also works closely with the strategy team on legislative changes proposed by the NSW Government.</p>
P3.1.1.1.3	<p>Design outcomes are assessed against the objectives of adopted Local Environmental Plans and Development Control Plans.</p> <p>Responsible Officer: Director Development & Regulation</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>All relevant applications are independently assessed by urban design specialists against local and state controls to ensure improved environmental outcomes.</p>

Critical Action

Code	Description	Progress	Comments
P3.1.1.2	<p>Council progressively encourages sustainability design principles into the development application process.</p> <p>Responsible Officer: <i>Director Strategy & Environment</i></p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Council continues to encourage sustainability design principles. A combination of online resources and a rebate scheme to encourage residents to use sustainability assessors to review home building plans, through Council's Smart Homes program, aims to encourage a greater uptake of sustainability design principles into residential development applications.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
P3.1.1.2.1	<p>Deliver the Smart Homes program.</p> <p>Responsible Officer: <i>Manager Environment & Sustainability</i></p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>It has been found that it is impractical to rely solely on the development application (DA) process for the integration of sustainable design principles, as by that stage residents have spent money in engaging architects and builders and are committed to a design. As a result, Council officers have been encouraging the community to think about sustainable building design earlier in the design process, through educational workshops and events such as Speed Dating a Sustainability Expert. Programs including the building plan sustainability assessment rebate and sustainability training for trades and professions supplement this. Discussions are also underway with the NSROC group of councils to start a home building advisory service for residents to seek advice from professionals at the early design stage of a build. Council is also part of the OEH-led Working Committee on Local Government Sustainable Housing Study.</p>

Critical Action

Code	Description	Progress	Comments
P3.1.1.3	<p>Design quality and sustainable design is promoted through events or other activities.</p> <p>Responsible Officer: <i>Director Strategy & Environment</i></p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>The promotion of events and initiatives delivered during the reporting period and 2016/2017 have enhanced community awareness of design quality and sustainable design.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
P3.1.1.3.1	Implement a design quality and sustainable design event program. <i>Responsible Officer: Manager Environment & Sustainability</i>	 100%	In October, Council again hosted Speed Date a Sustainability Renovation Expert at Ku-ring-gai Town Hall. At the event 35 parties booked in for a total of 83 "dates" with sustainable architects. The event provides an opportunity for residents to obtain expert sustainability advice on their renovation or building project. Residents receive advice from some of Australia's leading experts on sustainable architecture, energy efficiency, solar power and battery storage, natural building techniques, productive and sustainable gardens, green walls and building in a bushfire zone.

Issue: Revitalisation of our centres

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
P4.1.1	Plans to revitalise local centres are being progressively implemented and achieve quality design outcomes in collaboration with key agencies, landholders and the community. <i>Responsible Officer: Director Strategy & Environment</i>		Chambers of Commerce, Local Business Associations, Business and Land Owners, Developers, Community Groups, Residents, Government Agencies, Utilities	Facilitate, Deliver, Lead
Comments Plans to revitalise local centres are being progressively implemented and achieve quality design outcomes in collaboration with key stakeholders. Council received the Greater Sydney Commission award for Lindfield Hub and the Activate Ku-ring-gai program, and the Parks and Leisure Association Award for the Activate Ku-ring-gai program. Turramurra Community Hub won the Australia Award for Urban Design, Policies, Programs and Concepts. Council's Outdoor Dining and Goods on Footpath Policy is being further reviewed to make it compatible with Council's Public Domain Plan and will be incorporated into the Public Domain Plan in 2017- 2018. Progressed in accordance with Delivery Program – Year 4, subject to a review of Council's Outdoor Dining and Goods on Footpath Policy being completed in 2017 – 2018.				

Critical Action

Code	Description	Progress	Comments
P4.1.1.1	<p>Council proactively works with owners, developers and agencies of the local centres to achieve quality design outcomes. (e.g. through voluntary planning agreements, education)</p> <p>Responsible Officer: Director Strategy & Environment</p>	 75%	<p>Council has continued to implement a place management approach and innovative engagement practices to coordinate works and achieve quality outcomes for improvements in local centres. A Development Application (DA) has been lodged for the Lindfield Village Green and is currently undergoing assessment. Council is continuing dialogue and updates with key stakeholders for Turramurra, Lindfield and Gordon centres.</p> <p>Ongoing consultation has taken place across council as part of the drafting a revised Outdoor Dining Policy.</p> <p>Reason</p> <p>The Outdoor Dining Policy has been delayed due to an additional risk assessment being required prior to the policy being put back to Council and available resources focussed on submissions to local government policy initiatives and legislative changes.</p> <p>Remedial Action</p> <p>An additional risk assessment is now being prepared.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
P4.1.1.1.1	<p>Continue to implement a place management approach and innovative engagement practices to coordinate works and achieve quality outcomes for improvements in local centres.</p> <p>Responsible Officer: Manager Urban Planning</p>	 100%	<p>Council has continued to implement a place management approach and innovative engagement practices to coordinate works and achieve quality outcomes for improvements in local centres. A Development Application (DA) has been lodged for the Lindfield Village Green and is currently undergoing assessment. Council is continuing dialogue and updates with key stakeholders for Turramurra, Lindfield and Gordon centres. Council also received the Greater Sydney Commission awards for Lindfield Hub and the Activate Ku-ring-gai Program, and the Parks and Leisure Association Award for the Activate Ku-ring-gai Program.</p>
P4.1.1.1.2	<p>Complete review and monitor Council's Outdoor Dining and Goods on Footpath Policy ensuring it is consistent with Council's Public Domain Plan.</p> <p>Responsible Officer: Manager Urban Planning</p>	 50%	<p>Ongoing consultation has taken place across Council as part of drafting a revised policy.</p> <p>Reason</p> <p>The draft policy needs to be subject to a risk assessment before finalising. This is particularly in view of recent police direction regarding preventative measures against possible vehicle attack at public events or in popular public spaces.</p>

Remedial Action

A risk assessment will be undertaken and the draft Policy will then be reported to Council for endorsement and public exhibition.

Critical Action

Code	Description	Progress	Comments
P4.1.1.2	<p>The Master Plan for the Turramurra Centre and surrounding precincts is implemented.</p> <p>Responsible Officer: Director Strategy & Environment</p>	 97%	<p>The Turramurra Hub Master Plan was adopted by Council in February 2017 and discussions regarding the project delivery have commenced with the key stakeholders. The planning proposal to rezone and reclassify Council's land has been submitted for gazettal to the Department of Planning and Environment.</p> <p>Additional studies, feasibility and delivery method options are undergoing further review as the next step in the master planning process. The Turramurra Traffic and Transport Study and Turramurra Community Facilities Study were adopted by Council.</p> <p>Updates to community and key stakeholders are occurring via the Activate Turramurra newsletters and website.</p>

Key Achievements

The Turramurra Hub received an award from the Greater Sydney Commission as part of the Activate Ku-ring-gai program. This complements the National Urban Design award received in 2016 for the master plan.

Operational Plan Tasks

Code	Description	Progress	Comments
P4.1.1.2.1	<p>Progress delivery of the Turramurra Community Hub.</p> <p>Responsible Officer: Manager Urban Planning</p>	 100%	<p>The Turramurra Hub Master Plan was adopted by Council in February 2017 and since that time a Memorandum of Understanding has been issued to Coles to allow discussions to commence regarding how the project will be delivered. The planning proposal to rezone and reclassify Council's land has been submitted for gazettal to the Department of Planning and Environment. Further discussions with key stakeholders are on-going. Additional studies, feasibility and delivery method options are undergoing further review as the next step in the master planning process. The Turramurra Traffic and Transport study was adopted by Council.</p>
P4.1.1.2.2	<p>Continue to engage with key community stakeholders and internal stakeholders to identify the requirements for new community facilities and infrastructure.</p> <p>Responsible Officer: Manager Urban Planning</p>	 91%	<p>Council has adopted the Turramurra Community Facilities Study as well as a preferred location and size for a new community hub building in Turramurra. Planning Proposals and public hearings have been finalised, reported to Council, adopted and are now with NSW Department of Planning for gazettal. Updates to community and key stakeholders are occurring via the Activate Turramurra newsletters and website.</p>

P4.1.1.2.3	Finalise the reclassification of identified lands as resolved by Council. Responsible Officer: Manager Urban Planning	 100%	A report on the public hearing and community consultation for the reclassification of 1,275 Pacific Highway Turrumurra was adopted by Council on 7 February 2017. The planning proposal is now with the Department of Planning and Environment waiting to be made.
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Term Achievement

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

Comments

Planning opportunities for the revitalisation of the St Ives Centre have continued with the experience gained from the background studies and methodologies for the Activate Lindfield, Turrumurra and Gordon centre programs and associated consultation programs being able to be transferred to a future St Ives master Plan.

Progression of this Term Achievement is delayed pending submission of a formal planning proposal from key landowners

Challenges

Lack of commitment by landowner stakeholders.

Critical Action

Code	Description	Progress	Comments
P4.1.2.1	Investigate a master planning process for the St Ives and surrounding precincts. Responsible Officer: Director Strategy & Environment	 25%	Investigation of the master planning process is continuing for St Ives with information, resources and skills being applied and developed for the Activate Lindfield, Turrumurra and Gordon Sites (land investigations, strategic studies, consultation processes, feasibility, due diligence and risks). First stage reclassification is underway along with preliminary land investigations and planning processes. Reason In the St Ives Local Centre, Council is a key stakeholder along with the St Ives Shopping Village Centre. The revitalisation is contingent on the St Ives Shopping Village plans for their centre that adjoins Council owned land. Remedial Action Council is continuing the master planning processes for the other local centres and this will provide a good platform for a similar process for the future planning of the St Ives Centre.

Operational Plan Tasks

Code	Description	Progress	Comments
P4.1.2.1.1	Review a formal planning proposal from the owners of the St Ives Shopping Village when received. <i>Responsible Officer: Manager Urban Planning</i>	 0%	This task remains on hold until the owners of the St Ives Shopping Village submit a formal planning proposal to Council.
P4.1.2.1.2	Commence preparation of background studies for St Ives. <i>Responsible Officer: Manager Urban Planning</i>	 25%	<p>A draft Planning Proposal has been prepared for the Department of Planning & Environment for a gateway determination. Phase 1 environmental assessment has been completed now Phase 2 environmental assessment is being finalised. A road closure process has commenced for part of Denley Lane, St Ives. Work in relation to Turramurra and Lindfield Hubs assisted with providing direction for possible delivery mechanism.</p> <p>Reason</p> <p>Council is waiting to receive a planning proposal from the St Ives Village Shopping Centre before commencing a master plan process.</p> <p>Remedial Action</p> <p>The reclassification of the Council land at 176 Mona Vale Road, St Ives has been submitted to the DPE for a gateway determination. This will help facilitate any proposal from the owners of the St Ives Shopping Village, should one be lodged. The progression of the Activate Local Centres program is providing the systems and processes to deliver new master plans for the local centres and will assist in the roll out of the St Ives program in the future.</p>

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
P4.1.3	An improvement plan for Gordon Centre is being progressively implemented in collaboration with owners, businesses and state agencies. <i>Responsible Officer: Director Strategy & Environment</i>		Chambers of Commerce, Local Business Associations, Business and Land Owners, Developers, Community Groups, Residents, Government Agencies, Utilities	Facilitate, Deliver, Lead
Comments				
An improvement plan for Gordon Centre is being progressively implemented in collaboration with owners, businesses and state agencies. Key achievements include initial master plan options and financial feasibility studies have been undertaken as well as initial key stakeholder discussions commenced.				
Progressed in accordance with Delivery Program – Year 4.				

Critical Action

Code	Description	Progress	Comments
P4.1.3.1	<p>A Master Plan is in place for a community hub within the Gordon Town Centre to accommodate cultural and arts activities and promote social interaction is developed.</p> <p>Responsible Officer: Director Strategy & Environment</p>	 100%	<p>In November 2016 Council resolved to recommence the planning process for a Civic Hub in Gordon which includes exploring future use options for Council's land at 818 and 828 Pacific Highway, Gordon. Since that time, staff have been developing land use scenarios for Council's land and working with land use economists who are preparing feasibility modelling for Council. More research has been undertaken in relation to the required cultural and community facilities within the master plan. This will also include new offices and Council Chambers. At this stage it is anticipated that a public exhibition will be held later in 2017.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
P4.1.3.1.1	<p>Commence preparation of a master plan for the civic/cultural hub in Gordon including a feasibility study.</p> <p>Responsible Officer: Manager Urban Planning</p>	 100%	<p>Council resolved to recommence the master plan for Gordon Civic Hub in late 2016 and since that time initial master plan options and financial feasibility studies have been undertaken as well as initial key stakeholder discussions commenced. A Planning Proposal for Council owned reclassification sites 9-15 Dumaresq Street, Gordon is under preparation for submission to the Department of Planning and Environment for a gateway determination. As part of this project, options for theatre facilities in Ku-ring-gai are being considered.</p>

Term Achievement

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

Comments

Plans for Lindfield Centre are being progressively implemented in collaboration with owners, businesses and state agencies. Key achievements include the Lindfield Community Hub procurement process and delivery mechanisms being finalised. The delivery of the Lindfield Village Green is progressing well with a Development Application lodged in December 2016.

Progressed in accordance with Delivery Program – Year 4.

Critical Action

Code	Description	Progress	Comments
P4.1.4.1	<p>The Master Plan for the Lindfield Centre and surrounding precincts is implemented.</p> <p>Responsible Officer: Director Strategy & Environment</p>	 98%	<p>After receiving legal advice, Council on 23 May 2017, resolved to change the formal procurement and delivery method of the Lindfield Hub project to an EOI and Tender Process. Council has undertaken a 360 degree internal stakeholder review process via a number of Project Advisory Groups to inform the development of a Technical Brief which will guide all outcomes of the EOI and tender process. In addition to this Council has engaged a number of specialist consultants to provide advice on technical requirements for elements of the project. Council, has also been consulting with Roads and Maritime Services (RMS) on the findings of the Lindfield Local Centre Transport Network Model Study with a view to seeking concurrence from RMS. A number of amendments to the master plan were reported to the Council on 27 June 2017. The Lindfield Village Green DA assessment continued with a report to the Sydney North Planning Panel in the second half of 2017 being prepared.</p>

Key Achievements

Council has refined and streamlined the formal procurement and delivery method of the Lindfield Hub project to an EOI and Tender Process rather than a Public Private Partnership.

Operational Plan Tasks

Code	Description	Progress	Comments
P4.1.4.1.1	<p>Progress delivery of the Lindfield Community Hub.</p> <p>Responsible Officer: Manager Urban Planning</p>	 95%	<p>The delivery of the Lindfield Community Hub is progressing with procurement and delivery mechanisms being further refined. Updates of project progress have been provided to key stakeholders and the community via Council's website.</p> <p>Council has received initial assessment of the project proposal from the Office of Local Government and this was reported to Council in February 2017. Based on further legal advice Council determined the Lindfield Hub project is no longer a Public Private Partnership (PPP) and will procure the project through an EOI / tender process.</p> <p>A comprehensive internal consultation programme is being undertaken via Project Advisory Groups (PAGS) to inform the development of a Project Technical Brief. In addition, Council has engaged specialist consultants to provide advice on requirements for elements of the project.</p> <p>At the same time Council, has been consulting with RMS on the findings of the Lindfield Local Centre Transport Network Model Study with a view to seeking their concurrence. A revised transport scheme has been submitted to RMS for approval and RMS have agreed with the majority of the scheme in principle. Council continued to work with RMS to resolve outstanding matters.</p>

P4.1.4.1.2	Progress delivery of the Lindfield Village Green. Responsible Officer: <i>Manager Urban Planning</i>	 100%	The delivery of the Lindfield Village Green is progressing well. A Development Application was submitted in December 2016 and is currently being assessed by Council. As a result of community concern over the proposed parking arrangements Council staff are investigating the potential for a third level of parking as per Council resolution in February 2017. Requirements for the surrounding public domain works are also being assessed and co-ordinated as part of the project.
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Issue: Heritage that is Protected and Responsibly Managed

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
P5.1.1	Strategies, plans and processes are in place to effectively protect and preserve Ku-ring-gai's heritage assets. Responsible Officer: <i>Director Strategy & Environment</i>		Ku-ring-gai Historical Society, NSW Office of Environment and Heritage, Department of Planning and Environment, NSW Aboriginal Land Council, Northern Sydney Aboriginal Heritage Office, Community Groups	Deliver, Lead, Regulate
Comments				
Key achievements are Planning Proposals for new HCAs and Items completed. Submissions were made on several NSW Planning Reforms and the Draft North District Plan - including the need to further recognise and strengthen the role of Ku-ring-gai's unique heritage in the region. Consideration of Aboriginal heritage sites continues and are part of Council's standard environmental assessment process. Progressed in accordance with Delivery Program – Year 4.				

Critical Action

Code	Description	Progress	Comments
P5.1.1.1	Implement, monitor and review Ku-ring-gai's heritage planning provisions. Responsible Officer: <i>Director Strategy & Environment</i>	 100%	Strategies, plans and processes are in place and updated to effectively protect and preserve Ku-ring-gai's unique heritage assets. Submissions were made on several NSW Planning Reforms and the Draft North District Plan including the need to further recognise and strengthen the role of Ku-ring-gai's unique heritage in the region.

Operational Plan Tasks

Code	Description	Progress	Comments
P5.1.1.1.1	<p>Monitor, identify and respond to gaps in existing heritage strategies, development control plans and local environmental plans.</p> <p>Responsible Officer: <i>Manager Urban Planning</i></p>	 100%	<p>Work undertaken in the period included:</p> <ul style="list-style-type: none"> - The Middle Harbour Road Conservation Area (HCA) planning proposal was placed on statutory public exhibition. - The Pymble/Turramurra/Wahroonga HCA received a gateway determination and is expected to go on public exhibition early in 2017-2018. A planning proposal to correct Schedule 5 and remove several heritage listings also has a gateway approval and will go on exhibition soon.
P5.1.1.1.2	<p>Protection of heritage through the development assessment process is consistent with State and local government controls.</p> <p>Responsible Officer: <i>Manager Development Assessment Services</i></p>	 100%	<p>Ku-ring-gai's heritage is protected throughout the development assessment process by a comprehensive review of all relevant DAs and by applying state and local planning controls consistently.</p>

Critical Action

Code	Description	Progress	Comments
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>Responsible Officer: <i>Director Strategy & Environment</i></p>	 100%	<p>Council implements a Sensitive Data Access Procedure, facilitates Aboriginal Heritage training (as part of Council's environmental management staff training program) and regularly updates its Aboriginal site card information to effectively manage Ku-ring-gai's Aboriginal heritage assets.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
P5.1.1.2.1	<p>Deliver management actions and training to protect and manage Aboriginal heritage.</p> <p>Responsible Officer: <i>Manager Environment & Sustainability</i></p>	 100%	<p>Consideration of Aboriginal heritage sites continue to form part of Council's standard environmental assessment process. Standard and intermediate Aboriginal heritage awareness training was provided to four staff over the past six months. Council's internal Aboriginal sites register and Geocortex (GIS system) has been updated with new information provided by the Aboriginal Heritage Office. Additionally, Council co-ordinated 8 Green Army trainees to attend Aboriginal heritage awareness training eight for outdoor staff.</p>

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
P5.1.2	<p>Conservation Management Plans are in place and being implemented for the cultural and heritage assets of the area to ensure their long term viability.</p> <p>Responsible Officer: Director Strategy & Environment</p>		Ku-ring-gai Historical Society, NSW Office of Environment and Heritage, Department of Planning and Environment, NSW Aboriginal Land Council, Northern Sydney Aboriginal Heritage Office, Community Groups	Deliver, Lead

Comments

Limited progress has been achieved for this Term Achievement due to limited staff resources and potential funding for Conservation Management Plans (CMPs). A revised priority list of Council owned buildings that require a CMP is being prepared along with the options for internal funding options.

Progression of this Term Achievement is delayed pending preparation of a revised priority list of Council owned buildings that require a CMP along with for internal funding options.

Critical Action

Code	Description	Progress	Comments
P5.1.2.1	<p>Prepare conservation management plans for heritage assets within available resources.</p> <p>Responsible Officer: Director Strategy & Environment</p>	 0%	<p>Limited progress has been achieved due to limited staff resources and limited potential funding for Conservation Management Plans (CMPS).</p> <p>Reason</p> <p>Suitable external funding remains unavailable for this project. Options for prioritising Conservation Management Plans for Council owned heritage places are currently being considered and availability of funding internally.</p> <p>Remedial Action</p> <p>A revised priority list of Council owned buildings that require a CMP is being prepared along with the options for internal funding options.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
P5.1.2.1.1	<p>Identify resources for the development and implementation of heritage conservation management plans.</p> <p>Responsible Officer: <i>Manager Urban Planning</i></p>	 <p>0%</p>	<p>This project has been carried over to Council's adopted 2017-2018 Operational Plan.</p> <p>Reason</p> <p>Suitable external funding remains unavailable for this project. Options for prioritising Conservation Management Plans for Council owned heritage places are currently being considered and availability of funding internally.</p> <p>Remedial Action</p> <p>It is proposed to prioritise CMPs on a needs basis so that preparation of the plans can be funded internally.</p>

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
P5.1.3	<p>Local, Aboriginal and cultural history is recognised and promoted.</p> <p>Responsible Officer: <i>Director Community</i></p>		<p>Ku-ring-gai Historical Society, NSW Office of Environment and Heritage, Department of Planning and Environment, NSW Aboriginal Land Council, Northern Sydney Aboriginal Heritage Office, Community Groups</p>	<p>Facilitate, Deliver</p>
<p>Comments</p> <p>Local Aboriginal culture and history is recognised and protected through Council's continued participation in the regional Aboriginal Heritage Office initiative. The AHO provides comprehensive programs that are presented regularly at festivals and events, in particular those associated with the Guringai Festival and Reconciliation Week. Aboriginal bush skills, art and culture and Dreamtime programs were presented at the St Ives Precinct, along with Aboriginal bush walks.</p> <p>Progressed in accordance with Delivery Program – Year 4.</p>				

Critical Action

Code	Description	Progress	Comments
P5.1.3.1	Local and cultural history is recognised and promoted. <i>Responsible Officer: Director Strategy & Environment</i>	<input checked="" type="checkbox"/> 100%	Council has continued to protect, manage and promote our heritage via planning proposals to list new items heritage conservation areas and to promote heritage through the Heritage Reference Committee work, including the heritage home grants. Council also held its inaugural architectural awards which included a heritage design award.

Key Achievements

The Ku-ring-gai Architectural Awards - Heritage Design included works to a heritage item, and a building contributing to a heritage conservation area. Ku-ring-gai's heritage home grants continue to assist and encourage owners in the ongoing maintenance and conservation of their heritage places. Council's Heritage Reference Committee continued to provide professional guidance on the identification, management and promotion of Ku-ring-gai's unique heritage values.

Operational Plan Tasks

Code	Description	Progress	Comments
P5.1.3.1.1	Develop and implement a program of activities to promote local heritage in consultation with key stakeholders. <i>Responsible Officer: Manager Urban Planning</i>	<input checked="" type="checkbox"/> 100%	2016/2017 funding for heritage grants was finalised during the reporting period. Over the year \$42,063 of conservation works were undertaken on heritage places with Council's contribution in the form of grants being \$18,010. Council received \$6,500 of this money back as a local heritage grant from the Office of Environment and Heritage.

Critical Action

Code	Description	Progress	Comments
P5.1.3.2	Local Aboriginal history is recognised and promoted. <i>Responsible Officer: Director Community</i>	<input checked="" type="checkbox"/> 100%	Council participated in the Guringai Festival by hosting Aboriginal Bush Skills and Survival, Dreamtime Stories and Art and Aboriginal Art and Culture at the St Ives Precinct.

Key Achievements

Participation in the Guringai Festival.

Operational Plan Tasks

Code	Description	Progress	Comments
P5.1.3.2.1	Support Aboriginal cultural activities at the St Ives Precinct. <i>Responsible Officer: Manager Community & Recreation Services</i>	 100%	During the period January to June 2017, Karen Smith from the Aboriginal Heritage Office participated in three programs on Bush Tucker and survival techniques. Three programs were also developed for the Guringai Festival in July as follows: - Aboriginal Art & Culture Day - Aboriginal Bush Skills - Survival Dreamtime Stories & Art. During the next quarter Council is meeting with National Parks to discuss joining with them in developing Aboriginal Walks into the National Park.

Issue: Enhancing recreation, sporting and leisure facilities

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

Term Achievement

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

Comments

During the period Council continued to engage with associations and local sporting users to achieve improvements to local sporting and recreational facilities. This included:

- Completion of the North Turrumurra Recreation Area turf field(s), which are now available for training.
- Completion of the Canoon Road Netball Recreation Area including upgrade of the court surfacing and new car park which is now available for training and competition.
- Completion of Koola Park including the upgrade of drainage, lighting and resurfacing which is now available for training and competition.
- Completion of Kent Oval including a new cricket wicket and turfing which is now available for training and competition.
- Working with the Department of Education to identify partnership opportunities within existing Department of Education sites which could improve both facilities for students and community access.
- The planning of Norman Griffith's Oval upgrade in consultation with the user groups

Progressed in accordance with Delivery Program – Year 4

Critical Action

Code	Description	Progress	Comments
P6.1.1.1	<p>Engage with community partners to improve Councils sporting and recreational facilities.</p> <p>Responsible Officer: Director Strategy & Environment</p>	 96%	<p>During the period Council continued to engage with associations and local sporting users to achieve improvements to local sporting and recreational facilities. This included:</p> <ul style="list-style-type: none"> - A successful annual Sports Forum held in May 2017. - Completion of the North Turrumurra Recreation Area turf field(s) which are now available for training. - Completion of the Canoon Road Netball Recreation Area including upgrade of the court surfacing and new car park which is now available for training and competition. - Completion of Koola Park including the upgrade of drainage, lighting and resurfacing which is now available for training and competition. - Completion of Kent Oval including a new cricket wicket and turfing which is now available for training and competition. - Working with the Department of Education to identify partnership opportunities within existing Department of Education sites which could improve both facilities for students and community access. - The planning of Norman Griffith's Oval upgrade in consultation with the user groups.

Operational Plan Tasks

Code	Description	Progress	Comments
P6.1.1.1.1	<p>Pursue improvement of sporting and recreational facilities through partnerships, grant funding and other external funding opportunities.</p> <p>Responsible Officer: Manager Strategic Projects</p>	 91%	<p>The planning of Norman Griffith's Oval upgrade with the West Pymble Football Club and the Northern Suburbs Football Association is continuing with the commissioning of a Flood Study Report and a Contamination Report. A grant submission for the Morona Avenue Playground upgrade was unsuccessful.</p> <p>A Council supported grant application by Roseville RSL Sub-Branch for War Memorial conservation works at Roseville Memorial Park was successful, with works completed for Anzac Day celebrations.</p> <p>Council has also received a Metropolitan Greenspace Program grant for a feasibility study for improved access across the Browns Waterhole Track, and a Community Building Partnership grant for an upgrade of the Youth Centre as part the Landscape Masterplan proposals.</p>

P6.1.1.1.2	<p>Facilitate a regular sporting forum and information on Council's website.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	<p> 100%</p>	<p>The annual sports forum was held at Warrimoo Clubhouse, St Ives on Monday 15 May 2017 with approximately 40 people attended from sporting clubs/associations as well as Council staff who look after sport and recreation.</p> <p>The annual sports forum was held at Warrimoo Clubhouse, St Ives on Monday 15 May 2017 with approximately 40 people attended from sporting clubs/associations as well as Council staff who look after sport and recreation.</p> <p>Guests included Mayor Jennifer Anderson, Councillor Christiane Berlioz, Alistair Henskens and Miguel Andrade. Presentations were provided on:</p> <ul style="list-style-type: none"> - State Government funding available in the area for sporting clubs/association. - Grant programs available to sporting clubs such as: equipment, facility development, new facilities, uniforms or coaching/referee courses. In addition to this he shared useful tips on sponsorship and social media. - A case study by the NSFA on sporting grants - Past, current and future Council sport and recreation projects for 2017/18 and an open panel session.
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Term Achievement

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

Comments

Council's 2016 – 2017 open space capital works program progressed to schedule during the period. This included designs and environmental approvals for new projects, construction works for approved projects and the completion of new and upgraded parks and sporting facilities. Notable achievements included completion of works for the Cameron Park Extension, Turramurra and the completion of Lofberg Playground, West Pymble and Golden Jubilee Playground, Wahroonga.

There were some delays in the completion of a new Playground Strategy, which is expected to be presented to Council in the second quarter. A number of plan of management and master planning projects were also delayed due to limited staff resources as a result of a staff vacancy. These projects have been rescheduled as appropriate to 2017 – 2018 and additional resources will be brought on board as required.

Progressed generally in accordance with Delivery Program - Year 4, subject to certain delayed projects being completed or advanced in 2017 – 2018.

Critical Action

Code	Description	Progress	Comments
P6.1.2.1	<p>Deliver Council's adopted open space capital works program.</p> <p>Responsible Officer: Director Operations</p>	 86%	<p>Council's 2016 – 2017 open space capital works program progressed to schedule during the period. This included designs and environmental approvals for new projects as well as construction works for approved projects. There were some delays in the completion of a new Playground Strategy, which is expected to be presented to Council in the second quarter. Key achievements during the period include:</p> <ul style="list-style-type: none"> - Phase two of Lapwing Reserve (Installation of shade sail and additional path) completed; - Works at Cameron Park Extension, Turramurra completed; - Works on the redevelopment of the courts and car park for the Canoon Road Recreation Area completed; - The redevelopment of Lofberg Playground, West Pymble and Golden Jubilee Playground, Wahroonga – completed; - The Mall (Warrimoo shops) Upgrade – work commenced with expected completion late November 2017; - Park Avenue playground - work commenced with an expected completion date of September 2017; - NTRA Stage 5B sports field car park - Work is progressing well and at present is still on track for completion in September 2017; - Roseville Chase Community Centre - Patio and accessibility ramp - work has been awarded and will commence July 2017; and - Bicentennial Park, Golden Grove Playground - Tender process complete - subject to approval to award, work will commence late September. <p>Reason</p> <p>All present projects are generally progressing to agreed time lines. There were some delays in the completion of a new Playground Strategy, which is expected to be presented to Council late 2017 to enable public consultation to commence.</p> <p>Remedial Action</p> <p>A draft Playground Strategy will be presented to Council in late 2017 to enable public consultation to commence.</p>
Challenges			
The NTRA car park works were several weeks behind due to wet weather, however the contractor was able to place additional resources and return the work back to schedule.			

Operational Plan Tasks

Code	Description	Progress	Comments
P6.1.2.1.1	<p>Designs are prepared and environmental approvals obtained for the delivery of the open space capital works program.</p> <p>Responsible Officer: <i>Manager Strategic Projects</i></p>	 91%	<p>During the period designs and environmental approvals were finalised for:</p> <ul style="list-style-type: none"> - Roseville Chase Community Centre Landscaping (cycle path, bus stop, and paths in the public domain upgrade); - Park Avenue Playground, Roseville Chase; - Golden Grove Playground, West Pymble; - Roseville Park Firs Cottage driveway upgrade, Roseville; - Annie Forsyth Wyatt Garden, Gordon; - East Lindfield Neighbourhood Centre Upgrade, East Lindfield; - Swain Gardens accessible car space, Killara; and - Turramurra Memorial Park fencing, Turramurra. <p>Works were also in progress on the following capital works projects:</p> <ul style="list-style-type: none"> - George Christie Playing Field car park, Wahroonga; - Norman Griffiths Oval synthetic sportsfield, West Pymble - flood and hydraulics study and contamination report conducted; - St Ives Showground, St Ives - playground and accessible toilets; - St Ives Village Green, St Ives - new recreation area; - Koola Park, East Killara - stage 4 works; - Gordon Recreation Ground, Gordon – playground; - Lofberg Courts, West Pymble - resurfacing; - Allan Ave Reserve, Turramurra - new park and playground; - Lindfield Soldiers Memorial Park, East Lindfield – playground; and - Morona Avenue Reserve, Wahroonga – playground.
P6.1.2.1.2	<p>Report on compliance with environmental approvals for open space capital works projects.</p> <p>Responsible Officer: <i>Director Operations</i></p>	 100%	<p>All construction sites comply with environmental approvals as provided and required under the terms of the contract.</p>

<p>P6.1.2.1.3</p>	<p>Conduct appropriate consultation, identify outcomes of community consultation and actions to address community concerns.</p> <p>Responsible Officer: <i>Manager Strategic Projects</i></p>	 <p>91%</p>	<p>Community and/or stakeholder consultation has been undertaken to inform project designs where appropriate. Council's website has been regularly updated to inform the community of project progress.</p> <p>Consultation was undertaken for proposed improvements to Annie Forsyth Wyatt Garden and the East Lindfield Neighbourhood Centre. A community survey for Gordon Recreation Ground was undertaken to inform preparation of a draft Landscape Masterplan which will be reported to Council for exhibition and comment. Following an initial community survey, a community consultation workshop was conducted to determine stakeholder needs and inform the community regarding a new park at Allan Avenue Reserve, Turramurra.</p> <p>Stakeholder consultation and design reviews were undertaken for St Ives Showground Inclusive Playground, Golden Grove Inclusive Playground, and for proposed improvements at Swain Gardens, Roseville Park, Lindfield Soldiers Memorial Park and Turramurra Memorial Park.</p>
<p>P6.1.2.1.4</p>	<p>Report on completed concept designs and acceptance by the community and Council.</p> <p>Responsible Officer: <i>Manager Strategic Projects</i></p>	 <p>91%</p>	<p>Concept designs in progress during the period include a new park at Allan Avenue Reserve Turramurra, and proposed upgrades at Gordon Recreation Ground, Lindfield Soldiers Memorial Park, East Lindfield and Morona Avenue, Wahroonga. These designs will be reported to Council following the community consultation.</p>
<p>P6.1.2.1.5</p>	<p>Implement Councils adopted Playground Strategy.</p> <p>Responsible Officer: <i>Manager Strategic Projects</i></p>	 <p>55%</p>	<p>Following a review of the Strategy by the consultant in January 2017, the draft Playground Strategy was presented to relevant staff for further review and comment.</p> <p>Reason</p> <p>The project has been delayed due to limited availability of staff resources and the opportunity to incorporate the 2016 ABS census information following its release in July/August 2017.</p> <p>Remedial Action</p> <p>The internal review and comments are to be completed for incorporation into the draft Strategy with updated census data as applicable by August/September 2017. Following this work the Draft Strategy will be presented to Council seeking approval for public consultation to take place.</p>

Critical Action

Code	Description	Progress	Comments
P6.1.2.2	<p>Prepare district park masterplans to inform the forward open space capital works program.</p> <p>Responsible Officer: Director Strategy & Environment</p>	 <p>39%</p>	<p>The masterplan for Gordon Recreation Ground is underway. Both Robert Pymble Park and the North Pymble Park masterplans did not proceed due to limited available resources. These projects have been carried over to Council's adopted 2017-2018 Operational Plan.</p> <p>Reason</p> <p>The project could not proceed due to limited available resources and other higher priority projects.</p> <p>Remedial Action</p> <p>The replacement of staff is being progressed. The projects have been carried over to Council's adopted 2017-2018 Operational Plan.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
P6.1.2.2.1	<p>Prepare draft District Park Landscape Master Plan for Robert Pymble Park.</p> <p>Responsible Officer: Manager Strategic Projects</p>	 <p>0%</p>	<p>This project did not proceed due to limited available resources. The project has previously been reviewed and carried over to Council's adopted 2017-2018 Operational Plan.</p> <p>Reason</p> <p>The project could not proceed due to limited available resources and other higher priority projects.</p> <p>Remedial Action</p> <p>The project has been carried over to Council's adopted 2017-2018 Operational Plan.</p>
P6.1.2.2.2	<p>Prepare District Park Landscape Master Plan for Gordon Recreation Ground.</p> <p>Responsible Officer: Manager Strategic Projects</p>	 <p>91%</p>	<p>Following the first round of community consultation a draft plan is well underway. Further community consultation will take place in the first quarter of 2017-2018 with implementation commencing later in the 2017-2018 financial year.</p>
P6.1.2.2.3	<p>Complete District Park Master Plan for natural grass athletics facility at North Pymble Park.</p> <p>Responsible Officer: Manager Strategic Projects</p>	 <p>25%</p>	<p>Consultation has been held with key stakeholder groups on this project during the period. Further work on the project was not progressed.</p> <p>Reason</p> <p>Resourcing capabilities has delayed the progress of this task.</p> <p>Remedial Action</p> <p>This project has been included in Council's adopted 2017-2018 Operational Plan.</p>

Critical Action

Code	Description	Progress	Comments
P6.1.2.3	Community Land Plans of Management are regularly reviewed. <i>Responsible Officer: Director Strategy & Environment</i>	 25%	Due to limited resource availability progress on reviews of plans of management has not been achieved in the period. Reason Limited staff resource availability due to a staff vacancy, which significantly delayed the 2016-2017 program. Remedial Action The replacement of staff is being progressed.

Operational Plan Tasks

Code	Description	Progress	Comments
P6.1.2.3.1	Complete the review and update of Community Plans of Management. <i>Responsible Officer: Manager Strategic Projects</i>	 25%	Consultation with key stakeholder groups, as part of the master planning for Robert Pymble Park, was the only work undertaken in the period in relation to Community Plans of Management. Reason Limited staff resource availability due to a staff vacancy, which significantly delayed the 2016-2017 program. Remedial Action The task has been previously reviewed and carried over for progression in Council's adopted 2017-2018 Operational Plan.

Critical Action

Code	Description	Progress	Comments
P6.1.2.4	Ensure existing recreation and sporting facilities are maintained in accordance with asset management strategy and plans. <i>Responsible Officer: Director Operations</i>	 100%	All recreation and sporting facilities are maintained in accordance with service levels and maintenance schedules that have been created for each location. All work is recorded in the asset management system including periodic measurement of the condition of each asset. Asset Management Plans are being updated in line with financial reporting requirements.

Operational Plan Tasks

Code	Description	Progress	Comments
P6.1.2.4.1	<p>Complete Park Asset Refurbishment Program at priority locations and report on progress.</p> <p>Responsible Officer: <i>Manager Open Space Operations</i></p>	<p> 100%</p>	<p>The Asset Refurbishment Team have completed refurbishments at the following sites:</p> <ul style="list-style-type: none"> - Bedes Forrest - Dampier's Clearing - Queen Elizabeth Reserve - Sheldon Forrest. <p>The team has completed 18 of 20 refurbishments for the year. Other notable works within this period has been the installation of Interpretive signs at St Ives Showground and Queen Elizabeth Reserve, various bushland sign installations, continued upkeep of Jubes Bike Park and numerous requests and emergency works.</p> <p>The April Quarterly Playground Inspections and Half yearly Playing Court inspections have been completed.</p> <p>Playground refurbishments have been completed at:</p> <ul style="list-style-type: none"> - Airman's Park - Greenvally Reserve - St Crispin's Green - Wildflower Gardens - West Pymble Shops <p>New play equipment has been installed at Cherrywood Reserve, West Pymble Shops, Echo Point and Peewee Park. A number of play items have been refurbished and installed at Airman's Park, St Ives Showground and St Crispin's Green.</p> <p>All requests have been completed following the April inspections. All Identified playgrounds with inadequate sofffall levels have been topped up with new sofffall.</p>

P6.1.2.4.2	<p>Complete maintenance program for parks, tennis facilities and sportsfields and report on progress against agreed maintenance service levels.</p> <p>Responsible Officer: <i>Manager Open Space Operations</i></p>	<p> 100%</p>	<p>Both recreation and sporting facilities have been serviced during the reporting period to agreed service levels. All park assets have been serviced each fortnight with the staff achieving at least 90% attendance at each site. The reasoning behind the non- attendance at the remainder of the sites has been caused by teams attending to emergency works or larger projects that have not been scheduled into the maintenance programs. The sportsfield team have achieved their targets and have hit 95% of sites each week. This target is above the agreed service targets.</p> <p>During this reporting period the dedicated open space team have taken on several new assets. These include Lapwing Reserve and the newly expanded Cameron Park. Council's Sportsfield team has also included the upgraded Koola Park complex into the maintenance schedules and possibly the newly built synthetic field and 2 natural turf fields at North Turramurra Recreation Area.</p>
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Issue: Enhancing community buildings and facilities

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

Term Achievement

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

Comments

The majority of planned programs and projects were successfully completed during the year for the maintenance and refurbishment of Council's buildings and facilities. Delays occurred in completing sustainability performance standards for Council buildings and facilities. Finalising development of these standards has been included in Council's adopted 2017 – 2018 Operational Plan.

Progressed in accordance with Delivery Program – Year 4, with the exception of the development of sustainability performance standards for Council buildings and facilities.

Critical Action

Code	Description	Progress	Comments
P7.1.1.1	<p>A prioritised program of improvements to community meeting rooms, halls, buildings and facilities is being implemented.</p> <p>Responsible Officer: Director Operations</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>The program of building improvements for recurring and capital works in the Delivery Program 2013-2017 and Operation Plan 2016-2017 was adopted by Council June 2017. Improvements in 2016/17 included works at West Lindfield Community Hall, redevelopment of multi-purpose space at Turramurra, and St Ives Village Green Youth Centre, public toilet upgrades, and at Roseville Chase Community Hall incorporating re-roofing and associated works.</p> <p>In 2017/18, proposed improvements include HVAC replacement at Gordon Library, as well as two target sites at Lindfield for full internal fit outs, In addition, security and lighting, and other structural improvements will be commended at community leased buildings.</p>

Key Achievements

Building upgrade at Roseville Chase Community Hall incorporating re-roofing and associated works.

Operational Plan Tasks

Code	Description	Progress	Comments
P7.1.1.1.1	<p>Utilise building condition data at component level to develop a forward program annually for building refurbishment, and report six monthly.</p> <p>Responsible Officer: Manager Engineering Operations</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	Completed previous reporting period.
P7.1.1.1.2	<p>Implement an improvement program for the maintenance, renewal and upgrade of Council's buildings and report on progress.</p> <p>Responsible Officer: Manager Engineering Operations</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	Completed previous reporting period.

Critical Action

Code	Description	Progress	Comments
P7.1.1.2	<p>Council progressively introduces sustainability performance standards for Council buildings and facilities.</p> <p>Responsible Officer: Director Operations</p>	 60%	<p>Two of Council's sustainability staff attended the Green Star Design and As Built Foundation Course, to inform the development of Council's sustainability performance standards for buildings and facilities. Sustainability building performance standards continue to be integrated into the Lindfield Community Hub project.</p> <p>Reason</p> <p>This task has been delayed due to competing work priorities and has been carried over to Council's adopted 2017-2018 Operational Plan.</p> <p>Remedial Action</p> <p>Staff resources will be re-directed to this task in 2017-2018.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
P7.1.1.2.1	<p>Finalise and implement sustainability performance standards for Council buildings and facilities.</p> <p>Responsible Officer: Manager Environment & Sustainability</p>	 60%	<p>Sustainability performance standards for Council's buildings and facilities continue to be refined, with two staff attending the Green Star Design and As Built Foundation Course, to inform the development of these standards. Sustainability building performance standards continue to be integrated into the Lindfield Community Hub project.</p> <p>Reason</p> <p>This task has been delayed due to competing work priorities and has been carried over to Council's adopted 2017-2018 Operational Plan.</p> <p>Remedial Action</p> <p>Staff resources will be reallocated to this task in 2017-2018.</p>

Critical Action

Code	Description	Progress	Comments
P7.1.1.3	<p>Council implements an energy and water conservation and efficiency program for Council buildings and facilities.</p> <p>Responsible Officer: Director Strategy & Environment</p>	 100%	<p>A comprehensive program of works and initiatives was completed during the reporting period and over the 2016/2017 year.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
P7.1.1.3.1	<p>Implement prioritised energy and water conservation and efficiency works program.</p> <p>Responsible Officer: <i>Manager Environment & Sustainability</i></p>	 100%	<p>Monitoring of the energy efficiency outcomes of the Gordon Library sustainability upgrade reports that energy consumption has reduced by 60% to 70%, equating to the following savings:</p> <ul style="list-style-type: none"> - 380kWh/yr - 380tCO₂e/yr of emissions - Over \$36,000/yr. <p>A preferred supplier has been engaged for the installation of a 100kW solar PV system at the Ku-ring-gai Fitness and Aquatic Centre (KFAC). Pool blankets are also soon to be installed at the KFAC, as well as upgrades to the KFAC filtration systems. Energy logging at Suakin Street depot is continuing in order to identify unnecessary overnight energy loads. Ongoing advice and analysis is being provided to the Chambers accommodation working group regarding HVAC upgrades/improvements and thermal comfort management/monitoring. Building Management System (BMS) training was delivered to KFAC YMCA staff and Council staff and upgrades to KFAC BMS have been implemented to provide more effective energy management of plant.</p>

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
P7.1.2	<p>Usage of existing community buildings and facilities is optimised.</p> <p>Responsible Officer: <i>Director Community</i></p>		Local Community Groups and Organisations, Residents	Deliver, Lead

Comments

Council provides a range of buildings and facilities that are available for the community for long term lease or for casual or permanent hire. Halls and meeting rooms in particular have been in high demand with high utilisation rates across the entire reporting period.

Visitor numbers at the St Ives Precinct continued to increase as a result of a comprehensive marketing program. In particular Caley's pavilion for wedding and function hire, picnic grounds for birthday parties and the show ground for events and markets. The High Ropes and the regional playground projects at the show ground have progressed, and tennis and court facilities across the LGA have been upgraded and marketed to the sporting community.

Golf courses are professionally managed with a significant increase in player numbers at the North Turramurra course.

Progressed in accordance with Delivery Program – Year 4.

Critical Action

Code	Description	Progress	Comments
P7.1.2.1	Provide accommodation for identified community services in line with Community Leasing Policy. <i>Responsible Officer: Director Community</i>	<input checked="" type="checkbox"/> 100%	Casual hire of community facilities has increased with high use and occupancy rates in almost all facilities. Gordon Golf Club Pro Shop is now being operated by Council and a new booking system has been implemented.

Key Achievements

44 leases were reviewed resulting in an increase in income.

Operational Plan Tasks

Code	Description	Progress	Comments
P7.1.2.1.1	Community leases are reviewed and implemented inline with leasing policy. <i>Responsible Officer: Manager Community & Recreation Services</i>	<input checked="" type="checkbox"/> 100%	Community leases were renewed successfully achieving a 3% increase in income to Council compared to last financial year. Lease renewals included Meals On Wheels Turrumurra, Community Transport Turrumurra, Ku-ring-gai Historical Society Gordon and Kissing Point Sports Club, Turrumurra. Negotiations have also been completed for renewal of leases to Hornsby Ku-ring-gai Community College, Sunshine Homes, Alcoholics Anonymous and Jewishcare at St Ives. These leases were successfully negotiated with 5% increases in rent in accordance with the leasing policy. There were also 11 temporary access applications on community land that were processed for purposes ranging from tree removal to new swimming pool installations. Over the last 6 months of the financial year, the new temporary position of Contracts Officer has enabled a faster turn around in lease renewals and administration.
P7.1.2.1.2	Provide community halls and meeting rooms to permanent and casual hirers. <i>Responsible Officer: Manager Community & Recreation Services</i>	<input checked="" type="checkbox"/> 100%	Council's halls and meeting rooms achieved near full capacity for casual and permanent hirers during the reporting period and over the 2016-2017 year. Income for the year finished at \$35, 660 above budget forecast, a key achievement, with additional hirers being accommodated within existing restricted halls and meeting rooms. The additional hirings required management of cleaning in between sessions. Types of casual hirers included birthday parties, children's parties, yoga groups and seniors groups. The 2016-2017 financial year achieved 23 new permanent hirers at East Lindfield Community Hall, West Lindfield Community Hall, St Ives Community Hall, Gordon Library Meeting Room and St Ives Groups Meeting Room. Total revenue was 10% above budget forecast, reflecting a growing demand for community space.

Critical Action

Code	Description	Progress	Comments
P7.1.2.2	<p>Review utilisation and determine expansion opportunities for St Ives Precinct.</p> <p>Responsible Officer: Director Community</p>	<p> 100%</p>	<p>Night Markets have been introduced at the St Ives Showground as a weekly food market on Friday nights during autumn, spring and summer, and on a monthly basis during winter. There has been strong support with initial averages of over 4,500 people to each market. Sunday markets will commence in September 2017.</p> <p>The high ropes and regional playground projects are in consultation and design phases. The Community Shed extension DA has been approved and work has started on the construction of additional space for classes. The Radio Car Club has submitted a DA for the re-location of the model car track to the rear of the Showground. The Northside Riding Club has approval for the construction of an accessible toilet and a pathway that will provide for those with ambulatory restrictions. This project will start in July 2017.</p> <p>Caley's Pavilion in the Wildflower Garden continues to be a popular venue for weddings and parties and the Visitor Centre and nursery continue to be a focus for activity. The facilities at Dampiers Clearing have been renovated for use in programs and for birthday parties and planning for the upgrade of Bidwell's is under way.</p>

Key Achievements

Increased visitor numbers and use of Caley's Pavilion at the Wildflower Garden.
Successful night food markets at the showground have attracted over 4,500 people.

Operational Plan Tasks

Code	Description	Progress	Comments
P7.1.2.2.1	<p>Finalise Expression of Interest and assess business models for new recreation and business opportunities identified in Plan of Management.</p> <p>Responsible Officer: Manager Community & Recreation Services</p>	<p> 100%</p>	<p>Discussions continued with Ecoline Pty.Ltd. (high ropes operator) to provide a new recreation opportunity. It has been agreed that the High Ropes and Regional Playground would be well suited in the same area of the Showground. Work is now concluding on making both the High Ropes and the Regional Playground a reality. The Aussie night markets and the Organic Markets are confirmed to operate regularly at the Showground. The Aussie Night Markets commenced in April and the Organic Markets are considering a date in September to commence weekly Sunday Markets.</p>
P7.1.2.2.2	<p>Promote Caley's Pavilion as a multipurpose venue for weddings, functions and corporate events.</p>	<p> 100%</p>	<p>During the period of January to June 2017 the use of Caley's has continued to grow. Advertising and promotion for the use of Caley's Pavilion continued through Facebook and email campaigns, promotions with the Bush Telegraph and Hornsby Ku-ring-gai Visitors Guide, on the St Ives Precinct website,</p>



	Responsible Officer: <i>Manager Community & Recreation Services</i>		through brochures, flyers and word of mouth recommendations from clients and staff operating the Wildflower Garden Visitor Centre. Research into specific advertising on-line with wedding sites has been undertaken and consideration will be given to using these sites during the next quarter. The following functions were held during the January – June period: - 5 x weddings with over 500 people attending - 4 x birthday Parties with total attendance of 340 - 21 meetings with attendance of over 700 people.
P7.1.2.2.3	Implement programs and events to expand usage at the Wildflower Garden and St Ives Showground. Responsible Officer: <i>Manager Community & Recreation Services</i>	 100%	During the past six months regular programs were managed at the Showground (in 2017 there were 1,003 individual bookings) and at the Wildflower Garden (146 individual bookings). These include the regular programs from Northside Riding, Warringah Dressage, North Shore Dog Training, The Radio Car Club, the Model Flying Club, the Show Society, Lions, Soccer and PSSA programs. A weekly Night Market now takes place on Friday nights which commenced in April. During winter this will reduce to once per month and return to weekly in Spring return. Negotiations continue regarding the high ropes installation at the Showground. The Outdoor Cinema option will commence in Spring at the Showground and a proposal to present a Vintage Car Rally is under consideration. Attendance at the Precinct has grown from 67,000 (2012/13); 111,000 (2014/15) to 170,000 (2015/16) and well over 200,000 in 2016-2017. With the regional playground development, the proposed high ropes development and the new market activities it is predicted that numbers will grow by a further 100,000 per year (estimated 300,000 people per year). This will have implications for the resourcing, upkeep and maintenance of the Precinct moving forward.

Critical Action

Code	Description	Progress	Comments
P7.1.2.3	Tennis and court facilities are available for coaching, programs and social play. Responsible Officer: <i>Director Community</i>	 90%	The upgrading, resurfacing and fencing of tennis facilities has continued with completed works at the Thomas Avenue tennis courts. The upgrade of Lofberg netball courts will also occur in 2018 to improve the current surface condition. Council has met with Tennis NSW to develop a partnership to improve the marketing, development and programming of tennis in the Ku-ring-gai area. Investigations have also continued into the trial of an electronic access system at the tennis courts. Reason The planned work on The Glade and Hamilton Park has been carried through to the 2017/2018 financial year due to planning and resource issues.



			<p>Remedial Action</p> <p>Participation meetings with local stakeholders and Tennis NSW to ensure planning and upgrades are relevant and will lead to greater participation.</p> <p>Explore access systems to better manage the use of tennis courts in the LGA.</p>
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Operational Plan Tasks

Code	Description	Progress	Comments
P7.1.2.3.1	<p>Improve the quality of tennis services and facilities for hirers.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	 100%	<p>Feedback from coaches and the public has generally been excellent. A weakness is the Roseville Park tennis complex which still has temporary club facilities. Council's service to hirers has been to a high standard with on-line bookings now available to casual and permanent hirers. Council's booking staff still assist those inquiries over the phone.</p> <p>The main tennis statistics for 2016/17 from the 67 courts were as follows:</p> <ul style="list-style-type: none"> - Tennis Play Hours (total): 31,840 hours - Tennis Bookings (total): 18,577 - Tennis Income (total): \$405,211 <p>Court funding was targeted in 2016/17 to the Canoon Road upgrade which included a major upgrade to the car parking and netball courts.</p> <p>Constructive meetings were conducted with Tennis NSW who are focused on assisting with improved outcomes for tennis hire, competitions and programs over the next two years.</p>
P7.1.2.3.2	<p>Improve visitor signage and promote online booking system procedures for tennis hire.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	 80%	<p>Casual and permanent hire tennis bookings continue to be strong however the general public find the current Zipporah booking system too slow and difficult for multiple bookings. Tennis Coaches also struggle with the bookings system and continue to be assisted with bookings manually by council staff. Single bookings are achieved online, however multiple bookings continue to be an issue. It is anticipated that the release of the latest version of the booking system will enable multiple bookings to be available on line.</p> <p>Discussions have taken place with Tennis NSW to improve the numbers of tennis hirers, with significant increases expected in the next financial year.</p> <p>Reason</p> <p>Difficulties with the current Zipporah Booking system version processing multiple tennis bookings.</p> <p>Remedial Action</p> <p>The release of the latest version of the booking system will enable multiple bookings to be available on line.</p>

Critical Action

Code	Description	Progress	Comments
P7.1.2.4	<p>Golf courses are professionally managed in line with industry standards.</p> <p>Responsible Officer: Director Community</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>During the reporting period Council has taken over the operation of the Pro Shop at Gordon Golf Club, reviewed the operations and appointed a new Professional to manage the Pro Shop for Council. As part of the renewal a booking system MiClub has been purchased to help manage the bookings for public and member players, the retail function of the shop and the financial reporting. The transition to Council management has not adversely affected the public use of the course. There is a continuing increase in the number of players and programs offered at North Turrumurra Golf Club. Both the toilet facilities and the golf cart facilities have been completed.</p>

Key Achievements

The staffing and management of the Gordon Pro Shop.
 The installation of the MiClub Booking System at Gordon Golf Club.
 The continued increase in attendance and programs at the North Turrumurra. Golf Course.

Operational Plan Tasks

Code	Description	Progress	Comments
P7.1.2.4.1	<p>Continue to report on golf trends, sales and rounds utilising current data.</p> <p>Responsible Officer: Manager Community & Recreation Services</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Management of Gordon Golf Course continued with an interim contractor in place until April 2017 providing shop, lesson and other services. A Council managed structure is now in place with the recruitment of a new Golf Professional from Muirfield Golf Course.</p> <p>Development, training and testing has been completed for the new Mi-Club golf management system at Gordon Golf Course with the Golf Club. This will include a new website, booking platform, integrated competitions, card scanning and point of sale. This new management system is in line with evolving industry standards and is intended to also be installed at North Turrumurra Golf Course during the next financial year.</p> <p>Monthly data sheets have been received and the data rounds and player data recorded for both Gordon and North Turrumurra Golf Courses.</p> <p>The golf trend at North Turrumurra Golf Course has been particularly strong with the new course facilities proving popular. Income is above budget, and we are awaiting the completion of the carpark to address parking capacity issues.</p>

P7.1.2.4.2

Market the new North Turrumurra course to existing and potential customers with the course professional.

Responsible Officer: *Manager Community & Recreation Services*

100%

Council Officers have been working with the Golf Professional on a weekly basis with promotional strategies for the course throughout the year. In March 2017, a Charity Day was organised by the Professional with support from Council.

New seating/tables installed outside the Golf Proshop has received positive feedback from the public. Golf cards have been reviewed and the website updated.

Banner promotion of the golf course at several strategic locations has resulted in greater promotion with new players attending the golf course.

The unfinished work and car parking has made marketing difficult, however the new car park is nearly completed and will enable easier access to patrons.

Despite the construction issues, from December 2016 to June 2017 there has been an increase in revenue of \$365,820 at the golf course. The result was an achievement of \$143,780 above budget forecast as of 30/6/2017, which is significant.

Council also had advertisements and articles in the Inside Golf Magazine and an article in Golf Australia plus advertising in the Bush Telegraph and Hornsby Visitor Guide.

P7.1.2.4.3

Respond to public and player expectations in providing a quality golfing experience that matches Council's financial targets.

Responsible Officer: *Manager Community & Recreation Services*

100%

Council has made considerable progress in delivering a quality golfing experience at both North Turrumurra and Gordon Golf Courses.

At North Turrumurra Golf Course, player expectations have been satisfied with the completion of a magnificent new golf course upgrade and amenities block. Player numbers have increased with Wednesday being the most popular weekday. Weekends remain strong. Income at both Courses remains steady, with North Turrumurra exceeding budget expectations.

At Gordon Golf Course, player numbers have remained steady despite the administrative changes in October 2016 and again in May 2017. The quality of the greens has remained high due to the continued diligence of Council's Operations Department. The Gordon Proshop requires internal upgrade and the cart storage shed requires roof repairs. The rain and severe heat in February/March 2017 resulted in lost golf rounds for those months.

Issue: Improving the standard of our infrastructure

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
P8.1.1	Our public infrastructure and assets are planned, managed and funded to meet the community expectations, defined levels of service and address inter-generational equity. <i>Responsible Officer: Director Strategy & Environment</i>		Government Agencies, Community Groups, Residents	Deliver, Lead
Comments				
Council's public infrastructure assets are being planned and managed to meet the community's expectations and service levels and address integrated equity via the implementation of the Ku-ring-gai Contributions Plan (2010), and the new Section 94A development levy – with new parks and local roads being delivered across the LGA. Progressed in accordance with Delivery Program - Year 4.				

Critical Action

Code	Description	Progress	Comments
P8.1.1.1	Development Contributions Plans are updated and implemented. <i>Responsible Officer: Director Strategy & Environment</i>	 95%	Council's Development Contributions planning system is continually being reviewed in light of potential state government policy and legislation reforms. Council's extensive works programme included new parks, new roads, traffic improvements and upgrades to the main centres including town squares and new community facilities. The largest projects planned for Ku-ring-gai such as Activate Lindfield, Activate Turrumurra and Activate Gordon are integrated multi-million dollar capital works of which contributions are key factors to their planning and delivery.

Key Achievements

An improved standard of infrastructure to meet community's service level standards and Council's obligations as the custodian of our community assets has continued with the provision of new parks, new roads, traffic improvements and upgrades to the local centres including town squares and new community facilities.
Council has continued to receive contributions under the Section 94A that provides funding for community and physical infrastructure for Ku-ring-gai.

Operational Plan Tasks

Code	Description	Progress	Comments
P8.1.1.1.1	<p>Instigate a review of the Contributions Plan when appropriate.</p> <p>Responsible Officer: <i>Manager Urban Planning</i></p>	 90%	<p>The status of the Contributions Plan is monitored constantly. A review of the Ku-ring-gai Contributions Plan 2010 has commenced scoping including the identification of essential supporting studies and strategies but cannot practically commence until the 2016 census data is released in mid 2017 given the significant amount of development and population growth in Ku-ring-gai in recent years. First releases of census data are expected in the last quarter of the 2016/17 year.</p> <p>A 'housekeeping' review of Ku-ring-gai s94A Contributions Plan 2015 was proposed during the first half of 2017 following the first 12 months of operation. This review has been slightly delayed due to an unexpected and on-going increase in the number of approaches for Planning Agreements and difficulty in recruitment.</p> <p>Reason</p> <p>The review of the Ku-ring-gai Contributions Plan 2010 is underway with scoping and the first release of 2016 census data for Ku-ring-gai is anticipated at the end of June 2017.</p> <p>The 'housekeeping' review of Ku-ring-gai s94A Contributions Plan 2015 has been delayed due to an on-going unexpected increase in the number of requests for VPAs. Recruitment for staff to assist with contributions planning and VPAs has not been successful to date.</p> <p>Remedial Action</p> <p>Following a review of the recruitment process and documentation a further recruitment process will begin shortly. Until then, the volume of VPAs will have the effect of delaying Contributions Plan reviews because of their greater time-sensitivity.</p>
P8.1.1.1.2	<p>Manage current contributions system, receipting and indexation.</p> <p>Responsible Officer: <i>Manager Urban Planning</i></p>	 100%	<p>Inflation of unpaid contributions and new outgoing consents is updated every quarter following the release of the second of the two indices used for inflation in Ku-ring-gai. Land acquisition is updated by the Established House Price Index, now published as part of the Residential Property Price Index and works are inflated by the Consumer Price Index. The latest release took place on Tuesday 20 June 2017 and the update went live overnight.</p>

Term Achievement

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

Comments

The majority of the 2016 – 2017 capital works program for roads, drainage and footpaths was completed with some delays in drainage works and some roads rescheduled to 2017 – 2018. Council has a complete suite of Asset Management Plans for all infrastructure assets. The review of these Plans is ongoing as part of continuous improvement and to reflect data accuracy.

Progressed in accordance with Delivery Program – Year 4, with the exception of some drainage works and roadworks rescheduled for completion in 2017 – 2018.

Critical Action

Code	Description	Progress	Comments
P8.1.2.1	<p>Asset Management Plans are in place for all asset classes and identify community expectations and defined service levels.</p> <p>Responsible Officer: Manager Integrated Planning Property & Assets</p>	 91%	Council has a complete suite of Asset Management Plans for all infrastructure assets. A review of these Asset Management Plans (AMP) is being carried out as part of our continuous improvement plan and to reflect data accuracy.

Operational Plan Tasks

Code	Description	Progress	Comments
P8.1.2.1.1	<p>Implement Asset Management Plans to document maintenance, renewal and upgrade requirements in line with Service Level Agreements.</p> <p>Responsible Officer: Director Operations</p>	 91%	Two asset classes, buildings and drainage, remain to be uploaded into Council's Enterprise Asset Management (EAM) system. Accuracy of data for pits and pipes has required a lengthy checking and verification process conducted by Finance and Operations. Following this Drainage Assets are planned to be uploaded in July 2017. EAM data for buildings has been delayed until drainage data is completed.

Critical Action

Code	Description	Progress	Comments
P8.1.2.2	<p>Councils capital works and operational programs are delivered.</p> <p>Responsible Officer: Director Operations</p>	 90%	<p>The majority of the 2016 -2017 budget for Road Capital Works was expended, with some roads rescheduled to 2017 - 2018. Footpath Works were 90% completed and progress for the Drainage Capital Works Program was moderate. The Parks Development program progressed well with Caroola Road Park, St Ives completed and Cameron Park, Turrumurra nearing completion. The Sportsfield Program was also on target with Koola Park, Killara - Stage 3 and Stage 4a now complete and Howson Oval upgrade completed. The NTRA synthetic field is also completed and being utilised with the amenity block well underway. Car parks are subject to ongoing assessment, with upgrades targeted on pavement and line marking improvements.</p> <p>Reason</p> <p>Footpath implementation and drainage was delayed due to resourcing constraints with staff reallocated to other projects, and contractor availability.</p> <p>Remedial Action</p> <p>Programs were deferred and reallocated for completion in 2017/18 FY</p>

Operational Plan Tasks

Code	Description	Progress	Comments
P8.1.2.2.1	<p>Deliver annual capital works program on time and within budget.</p> <p>Responsible Officer: Director Operations</p>	 95%	<p>The majority of projects in the capital works program were completed with some more minor drainage works and some roads to be carried forward to 2017 -2018.</p>
P8.1.2.2.2	<p>Prepare draft capital works and renewal programs for Council's footpaths, roads, drains, bridges and carparks for inclusion in the Delivery Program.</p> <p>Responsible Officer: Director Operations</p>	 100%	<p>A Capital Works and Renewal Program for the 2017- 2018 financial year for Council footpaths, roads, drainage, bridges and car park was adopted by Council on 27 June 2017. The program is included in Council's 2017 – 2018 Operational Plan.</p>
P8.1.2.2.3	<p>Complete Road and Footpath Capital Works Programs on time and on budget.</p> <p>Responsible Officer: Director Operations</p>	 91%	<p>The majority of the Roads Program was completed with some roads rescheduled to 2017 – 2018. The Footpath Program was over 90% completed, with contractors commencing the final section on Warrimoo Ave, St Ives in late June. Bank Stability works at Findlay Road, Roseville were completed, including minor drainage and road patching.</p>



			Quotations for a pedestrian bridge at Bicentennial Park were obtained, however, works were delayed due to funding shortfalls. Geotechnical investigation of the bridge components found higher deterioration, resulting in a bridge replacement rather than repair. Additional funding is being sought in 2017/18 to complete the bridge work.
P8.1.2.2.4	<p>Complete Drainage Capital Works Program on time and on budget.</p> <p>Responsible Officer: Director Operations</p>	 73%	<p>Progress on the Drainage Capital Works Program was moderate. Main capital works completed included an overland flow path construction at Cassandra Ave, St Ives and pipe extension, bank stability, footpath correction and road patching at Findlay Ave, Roseville. Other works were about 70% completed at Carnarvon Road, East Lindfield. Progress on a flood mitigation design for Vale St, Gordon and the Oliver Road, Roseville drainage redesign were deferred due to resourcing limitations.</p> <p>Reason</p> <p>Design stages for planned works for Vale St, Gordon and Oliver Rd, Roseville were delayed due to resourcing constraints. Delays on Oliver Road designs were largely due to staff resource focus on the design, tender and documentation associated with completion of 90 Babbage Road, Roseville Chase.</p> <p>Remedial Action</p> <p>Completion of outstanding designs are included in Council's adopted program for 2017 -2018.</p>

Theme: Access, Traffic and Transport

Performance Indicators

Code	Description	Baseline	Yearly Target	Units	Achieved Amount	Yearly Rating Image
T1.1.1.A	Additional footpath network.	Annual target of 0.9km. (Data source: Council)	0.9	km	0.9	
T1.1.1.B	Number of new and upgraded pedestrian facilities (bus stops, crossings, islands).	Annual target of 10 new or upgraded pedestrian facilities. (Data source: Council)	10	Number	8	
Comment: Council is currently further considering a new draft Pedestrian Access and Mobility Plan which has delayed progress. Limited resources also impacted progress in the first six months of 16/17.						
T1.1.1.C	Additional cycleway network.	Annual target of 2.5km of additional cycleway network. (Data source: Council)	2.5	Km	0.06	
Comment: A length of 2.25km was targeted for delivery in 2016/17, however updated project estimates resulted in the project scope being scaled back substantially to work within the available budget						
T1.1.1.D	Number of new and upgraded bicycle facilities.	Annual target of 5 new or upgraded bicycle facilities. (Data source: Council)	5	Number	2	
Comment: Several open space projects that included new or upgraded bicycle facilities were delayed.						
T1.1.4.A	Use of alternative modes of transport: Bicycle count data.	Annual target of 5% average increase in bicycle trips. (Data source: Council)	5	%	50	
Comment: A substantial increase was achieved, although this increase was recorded on a recreational (mountain bike trail) route, and was off a modest base therefore any minor numerical increase results in a substantial % increase.						
T2.1.1.A	Reduction in the number of recorded collisions per year involving vehicles and pedestrians.	There were a total of 576 vehicle and pedestrian accidents, year to December 2012. (Data source: Roads and Maritime Services)	1.5	%	28.8	
Comment: The data is provided from the RMS for the period 1 July 2015 – 30 June 2016 with a twelve month time lag in statistics. During this period there were 284 accidents on all roads within the Ku-ring-gai local government area, equivalent to a 28.8% reduction from the previous year (399 accidents).						

Theme: Access, Traffic and Transport

Issue: Integrated and Accessible Transport

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
T1.1.1	Public transport connections are accessible to all age groups and match the travel needs of the community. <i>Responsible Officer: Director Operations</i>		Transport for NSW, Roads and Maritime Services, Department of Planning and Environment, Railcorp/CityRail, State Transit, Private Bus Companies	Facilitate, Advocate, Lead
Comments				
Improving accessibility at public transport connections falls within the responsibility of various agencies. While moderate progress was made across programs there were delays in the upgrade of bus stops, finalisation of the PAMP policy and continuation of the next stage of the Bike Plan. These projects have been carried forward to the adopted 2017 – 2018 Operational Plan for progression or completion.				
Moderate progress was made in the Delivery Program – Year 4, with delayed projects to be progressed in the adopted 2017 – 2018 Operational Plan.				

Critical Action

Code	Description	Progress	Comments
T1.1.1.1	An improvement plan is being implemented for bus stops, bus shelters, bikeways and footpath networks having regard for the access, health and recreational needs of the community. <i>Responsible Officer: Director Operations</i>	 83%	During the reporting period Council staff continued to consult with Transport for NSW on key projects within the local centres and broader local government area to improve public transport access and connections. The upgrade of identified bus stops, in accordance with the Disability Discrimination Act , has been delayed due to other high priority capital works. Reason This multi year project has had resources diverted to other large Council projects or externally funded projects that have been given higher priority. Remedial Action This project will continue and a task has been included in the 2017 - 2018 Operational Plan.
Challenges			
Lack of resourcing.			

Operational Plan Tasks

Code	Description	Progress	Comments
T1.1.1.1.2	<p>Ensure consistency between Council policies and the Integrated Transport Strategy.</p> <p>Responsible Officer: <i>Manager Urban Planning</i></p>	 100%	<p>Work has continued on the development of a Car Share Vehicle Policy, in collaboration with staff from Sustainability, Traffic Operations and Development and Regulation. As work on the policy progresses, there will be checks to ensure its consistency with the Integrated Transport Strategy.</p> <p>Early work has also commenced on an Outdoor Dining Policy, and its development will include a consistency check with the Integrated Transport Strategy.</p>
T1.1.1.1.3	<p>Progressively implement the Pedestrian Access and Mobility Plan (PAMP) recommendations.</p> <p>Responsible Officer: <i>Manager Traffic & Transport</i></p>	 91%	<p>Following a Councillor briefing, the draft PAMP is being updated to include additional information prior to being reported back to Council.</p> <p>In draft form though, the PAMP is already providing guidance on the provision of pedestrian facilities to improve accessibility. For example, the following pedestrian improvement works have been implemented or are being incorporated into Council's Major Projects and associated upgrade works: These include:</p> <ul style="list-style-type: none"> - A new at-grade signal controlled pedestrian crossing across the Pacific Highway in Gordon, located mid-block between Moree Street and Dumaresq Street / New fencing on the median on the Pacific Highway in Gordon between Dumaresq Street and St Johns Avenue. - A pedestrian refuge at intersection Lindfield Avenue/Havilah Road, Lindfield. - Planning for new footpaths on new Drovers Way (Bent Street to Beaconsfield Parade) as part of Lindfield Village Hub major project. - Planning for new footpaths along new proposed laneway between Tryon Place and Pacific Highway, as part of Lindfield Village Living (current Lindfield Library site). - A new pedestrian refuge in Culworth Avenue near Lorne Avenue, to improve accessibility to Killara railway station. - Footpath resurfacing along northern and southern sides of St Johns Avenue, Gordon (part of the proposed St Johns Avenue streetscape improvement works). - A footpath along the new road between Dumaresq Street and McIntyre Street (now known as Beans Farm Road). - A footpath along the new road between Dumaresq Street and Moree Street (early works commenced). - A new footpath and footpath resurfacing as part of the Gordon bus interchange upgrade project, and associated connections to adjacent streets. - A new footpaths on the new link road over the railway between Ray Street and Rohini Street Turramurra (early planning phase).



T1.1.1.1.4	<p>Continue to implement the Bike Plan.</p> <p>Responsible Officer: <i>Manager Traffic & Transport</i></p>	<p> 100%</p>	<p>Quotes have been received for the implementation of part of the Roseville 1 Route (Roseville - Roseville Chase) adjacent to Babbage Road, which was under construction in June 2017 as part of other works around Roseville Chase Community Centre. Updated estimates for the Roseville 1 Route indicate that the funds available would not be sufficient to complete it, so the scope of works was reduced.</p> <p>There was no update from Transport for NSW regarding nominations for funding in the 2017/2018 Active Transport Program (Transport for NSW/RMS), which were for the following projects. Transport for NSW is expected to notify successful nominations early in the next quarter.</p> <ul style="list-style-type: none">- Lindfield Avenue (Havilah Road - Russell Avenue): separated 2- way pair on eastern side, as part of the Lindfield Village Green Project.- Kochia Lane (Lindfield Avenue - Milray Street): shared user path, as part of the Lindfield Village Green Project.- Killeaton Street (Warrimoo Avenue - Benaroon Avenue): separated 2 way pair on the northern side.
T1.1.1.1.5	<p>Progressively upgrade bus stops in accordance with the Disability Discrimination Act requirements and 5 year program (to allocated budget).</p> <p>Responsible Officer: <i>Manager Engineering Operations</i></p>	<p> 40%</p>	<p>The bus stop at Babbage Road and surrounding path was raised and adjusted in conjunction with an accessible path to the Community Centre. The majority of the budget was expended. The bus stop on Westbrook at Junction Lane was returned to it's former location and was updated to meet current requirements. The bus stop on Barwon Ave at Nancy Bird is planned to be upgraded soon. The TGSIs will be installed later when the concrete in the area is complete</p> <p>Reason</p> <p>Resources have been diverted to work on other projects with higher priority.</p> <p>Remedial Action</p> <p>Will await completion of a larger project, restrict diversion to smaller projects, leaving them for the project area rather than being moved to design.</p>

Term Achievement

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

Comments

Work continued on providing a network of safe and convenient walking paths, bikeway links and support facilities for local centres, major land uses and recreational facilities. The public domain component of the Technical Brief for the Lindfield Community Hub has been revised/updated to incorporate facilities for bicycle users and the planning for the other key centres includes the provision of bicycle facilities.

Progressed in accordance with Delivery Program - Year 4.

Critical Action

Code	Description	Progress	Comments
T1.1.2.1	Implement appropriate recommendations from the Ku-ring-gai Integrated Transport Strategy. <i>Responsible Officer: Director Strategy & Environment</i>	<input checked="" type="checkbox"/> 100%	The public domain component of the technical brief for the Lindfield Community Hub has been revised and updated to incorporate facilities in the road reserve to allow bicycle access to key parts of the site via the eastern end of Bent Street, Woodford Lane and the southern end of new Drovers Way. In other Activate Ku-ring-gai local centres major projects (eg. in Gordon and Turramurra) the inclusion of bicycle facilities are in the early stages of planning.

Key Achievements

Council has continued to implement recommendations from the Ku-ring-gai Integrated Transport Strategy for a range of integrated transport choices (pedestrians, cycling and commuter parking) for the local centres including Lindfield, Turramurra and Gordon .

Operational Plan Tasks

Code	Description	Progress	Comments
T1.1.2.1.1	Incorporate the provision of bicycle facilities in key locations such as local centre hubs and new open space <i>Responsible Officer: Manager Urban Planning</i>	<input checked="" type="checkbox"/> 100%	The public domain component of the Technical Brief for the Lindfield Community Hub has been revised/updated to incorporate facilities in the road reserve to allow bicycle access to key parts of the site via the eastern end of Bent Street, Woodford Lane and the southern end of new Drovers Way. In other Activate Ku-ring-gai local centres major projects (e.g. in Gordon and Turramurra) inclusion of bicycle facilities are in the early stages of planning for these sites.

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
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>Responsible Officer: Director Strategy & Environment</p>		Transport for NSW, Roads and Maritime Services, State Transit, Northern Sydney Region of Councils	Advocate, Lead

Comments

Council is continuing to liaise with Transport for NSW to secure further additional commuter parking, associated infrastructure and bus interchange upgrades at the key local centres of Gordon, Lindfield and Turramurra, as part of the Activate Ku-ring-gai local centres program. Key Achievements include the submission of the Lindfield Village Green Development Application which will provide additional commuter parking, progression of the Lindfield Village Hub EOI to secure further additional commuter parking, and associated integrated public transport infrastructure.

Progressed in accordance with Delivery Program – Year 4.

Critical Action

Code	Description	Progress	Comments
T1.1.3.1	<p>Liaise with State agencies to provide improved commuter parking and bus interchanges.</p> <p>Responsible Officer: Director Strategy & Environment</p>	 100%	Council is continuing to liaise with Transport for NSW to secure further additional commuter parking, associated infrastructure and bus interchange upgrades at the key local centres of Gordon, Lindfield and Turramurra, as part of the Activate Ku-ring-gai local centres program.

Key Achievements

The submission of the Lindfield Village Green Development Application under the Activate Lindfield program will provide additional commuter parking. Progression of the Lindfield Village Hub EOI to secure further additional commuter parking, associated integrated public transport infrastructure.

Operational Plan Tasks

Code	Description	Progress	Comments
T1.1.3.1.3	Work with Transport for NSW to co-ordinate and implement connections and upgrades to railway stations. <i>Responsible Officer: Manager Urban Planning</i>	<input checked="" type="checkbox"/> 100%	Council staff continued to consult with Transport for NSW on key projects during the 6 months to June 2017 to improve public transport access and connections, particularly in relation to Council's major projects in Lindfield.
T1.1.3.1.1	Continue to lobby Transport for NSW in the provision of additional commuter car parking at priority rail stations, including Turramurra and other centres. <i>Responsible Officer: Manager Urban Planning</i>	<input checked="" type="checkbox"/> 100%	Council is continuing to liaise with Transport for NSW to secure further additional commuter parking, associated infrastructure and bus interchange upgrades at the key local centres of Gordon, Lindfield and Turramurra, as part of the Activate Ku-ring-gai local centres program.
T1.1.3.1.2	Advocate with Transport for NSW and bus providers to target improvements to the Mona Vale - Macquarie Park route as per the "Sydney's Bus Future 2013" . <i>Responsible Officer: Manager Urban Planning</i>	<input checked="" type="checkbox"/> 100%	Through Council's submission to the Sydney North Draft District Plan, it was clearly articulated the need to improve east-west connectivity between Ku-ring-gai, Northern Beaches and employment regions to the west of Ku-ring-gai, such as Macquarie Park, including support for increased bus services along the Mona Vale-Macquarie Park route.

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
T1.1.4	The community is informed, educated and encouraged to use alternative forms of transport. <i>Responsible Officer: Director Strategy & Environment</i>	<input checked="" type="checkbox"/>	Community Groups, Residents	Advocate, Educate, Promote
Comments				
Council developed an interactive Transport Access Guide for specific schools, to encourage alternative modes of transport. Key achievements include Council's approval from most schools on the project to develop an Interactive Transport Access Guide to schools.				
Progressed in accordance with Delivery Program – Year 4.				

Critical Action

Code	Description	Progress	Comments
T1.1.4.1	Information and education programs focus on alternatives to private car use. <i>Responsible Officer: Director Strategy & Environment</i>	 100%	During the reporting period initiatives were researched leading to the development of practical tools and guides to encourage alternative transport to schools. It is anticipated that these will be available late in 2016/2017.

Key Achievements

Received school approval to develop an Interactive Transport Access Guide for schools.

Operational Plan Tasks

Code	Description	Progress	Comments
T1.1.4.1.1	Education programs are developed for schools and workplaces to encourage alternative modes of transport. <i>Responsible Officer: Manager Urban Planning</i>	 100%	A consultant was engaged to develop an interactive Transport Access Guide for specific schools, to encourage alternative modes of transport ,and awareness of walking distances to school. During the 6 months to June, final refinements and edits were made to the Transport Access Guide to improve legibility. The hard copy versions of the map have effectively been finalised, with the interactive electronic version still under development.

Issue: Local Road Network

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
T2.1.1	Road network safety and efficiency are improved and traffic congestion is reduced. <i>Responsible Officer: Director Operations</i>		Roads and Maritime Services, Northern Sydney Region of Councils	Deliver, Lead

Comments

Road network improvements continued to be implemented during the year and parking regulation was undertaken in accordance with the management plan. A review of the 10 year Traffic and Transport Plan was substantially completed with finalisation in 2017 – 2018.

Progressed in accordance with Delivery Program – Year 4.

Critical Action

Code	Description	Progress	Comments
T2.1.1.1	Implement road network improvements based on 10 year Traffic and Transport Plan. Responsible Officer: Director Operations	 91%	Implementation of road network improvements based on 10 year Traffic and Transport Plan has progressed noting that some projects rely on funding assistance from RMS and Federal Government and Council is not always successful in receiving funding for these projects. Some of the projects that received RMS/Federal funding and implemented during 16/17 are improvements/works to parts of Eastern Arterial Road, The Comenarra Parkway and Burns Road, Wahroonga.

Key Achievements

Council has continued to implement road network improvements based on 10 year Traffic and Transport Plan with assistance from the RMS and Federal Government funding.

Operational Plan Tasks

Code	Description	Progress	Comments
T2.1.1.1.1	Implement the 10 year Traffic and Transport Program. Responsible Officer: Director Operations	 91%	<p>Regular meetings were conducted on a fortnightly basis during the second half of 16/17 between traffic staff and Strategic Traffic Engineers to review the 10 year Traffic and Transport Plan. All plans attached to this document were carefully reviewed and updated (in draft version) by a graduate engineer. These plans have largely now been revised and finalised with the help of the Council GIS Officer. The report has been initially reviewed but some detailed analysis of data and interpretations are required to complete the review. Review of this document is expected to be finalised in the first half of 17/18.</p> <p>Whilst reviewing the current 10 year Traffic and Transport Plan, the current list of projects is still being used to direct Council for funding. Some projects rely on funding assistance from RMS and Federal Government and Council is not always successful in receiving funding for these projects. Some of the projects that received RMS/Federal funding and were implemented during 16/17 are:</p> <ul style="list-style-type: none"> - Eastern Arterial Road – resurfacing the curve north of Nicholson Street / Burraneer Avenue with skid resistance pavement and modified the superelevation to address head-on/off carriageway on bend incidents. - The Comenarra Parkway - modified superelevation and lifted kerbs at Ravenhill Road to address off carriageway incidents on bend. - Eastern Arterial Road – Investigated possible RT restriction at Springdale Road to address right through incidents during peak hours. This did not receive funding from RMS. - Burns Road – resurfacing the curve at Clissold Road with skid resistance pavement to address off carriageway incidents on bend. Council funded this project.

Critical Action

Code	Description	Progress	Comments
T2.1.1.2	<p>Parking is managed to balance the supply and demand of available parking spaces.</p> <p>Responsible Officer: <i>Director Development & Regulation</i></p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Regulation of parking has proceeded in accordance with the management plan. During the reporting year 14, 571 penalty infringement notices were issued for parking offences, representing a value of \$1, 629, 393.00. Monitoring of parking being undertaken by both electronic camera surveillance and manual checks.</p> <p>Another significant program introduced was the regulation of boat trailer parking. This necessitated an audit of all streets to identify parked boats, a direct letter to all owners, education materials on the web and in local papers and on-going monitoring.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
T2.1.1.2.1	<p>Review Parking in Roseville Town Centre.</p> <p>Responsible Officer: <i>Director Operations</i></p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Completed previous reporting period.</p>
T2.1.1.2.2	<p>Regulatory enforcement is undertaken in accordance with Council's Compliance Policy.</p> <p>Responsible Officer: <i>Manager Compliance & Regulation</i></p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Parking enforcement was undertaken using both electronic camera surveillance and manual checking. In the reporting quarter a total of 4,373 parking penalty notices were issued, representing a value of \$635,027.</p>

Issue: Regional Transport Network

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
T3.1.1	A strategic access, traffic and transport plan is being implemented for the Northern Sydney Region. <i>Responsible Officer: Director Strategy & Environment</i>		Transport for NSW, Roads and Maritime Services, State Transit, Northern Sydney Region of Councils, Private Bus Companies, Department of Planning and Environment	Deliver, Advocate
Comments				
A strategic access, traffic and transport plan is being implemented for the Northern Sydney Region. Key achievements include Council's collaboration with regional partners to pursue a Northern Beaches transit link and the need to provide improved east-west connectivity between Ku-ring-gai and the Northern Beaches/Macquarie Park. Progressed in accordance with Delivery Program – Year 4.				

Critical Action

Code	Description	Progress	Comments
T3.1.1.1	Collaborate with regional partners to pursue a Northern Beaches transit link. <i>Responsible Officer: Director Strategy & Environment</i>	 100%	NSROC's draft submission to the Greater Sydney Commission's release of the Sydney North Draft District Plan contains feedback on transport infrastructure, including the need for further discussion on potential future schemes to serve the region. This supports Council's submission to the Sydney North Draft District Plan which clearly articulated the need for a Northern Beaches Rapid Transit link, and the need to provide improved east-west connectivity between Ku-ring-gai and the Northern Beaches/Macquarie Park.

Key Achievements

Council has collaborated with regional partners to pursue a Northern Beaches transit link and the need to provide improved east-west connectivity between Ku-ring-gai and the Northern Beaches/Macquarie Park.

Operational Plan Tasks

Code	Description	Progress	Comments
T3.1.1.1.1	<p>Participate in Northern Sydney Regional Organisation of Councils (NSROC) programs and regional forums to advocate for and present Ku-ring-gai's policy objectives.</p> <p>Responsible Officer: <i>Manager Urban Planning</i></p>	 100%	<p>NSROC's draft submission to the Greater Sydney Commission's release of the Sydney North Draft District Plan contains feedback on transport infrastructure, including the need for further discussion on potential future schemes to serve the region.</p> <p>This supports Council's submission to the Sydney North Draft District Plan which clearly articulated the need for a Northern Beaches Rapid Transit link, and the need to provide improved east-west connectivity between Ku-ring-gai and the Northern Beaches/Macquarie Park.</p>

Critical Action

Code	Description	Progress	Comments
T3.1.1.2	<p>Pursue regional collaboration to progress the F3 to M2 Motorway link.</p> <p>Responsible Officer: <i>Director Strategy & Environment</i></p>	 91%	<p>Since July 2016, NorthConnex Traffic Management Division has been in contact with Council's Traffic staff whenever there is a need to seek Council's approval for implementing traffic management within Ku-ring-gai Council area. It is expected that the construction of NorthConnex – a nine kilometre twin tunnel that will link the M1 Pacific Motorway at Wahroonga to the Hills M2 Motorway at West Pennant Hills, will be complete at the end of 2019.</p>

Key Achievements

Since the planning stages Council has communicated with the NorthConnex Traffic Management Co-ordinator in assessing the TCP/TMP within the Ku-ring-gai Council area.

Operational Plan Tasks

Code	Description	Progress	Comments
T3.1.1.2.1	<p>Monitor and report on progress of the NorthConnex link.</p> <p>Responsible Officer: <i>Manager Engineering Operations</i></p>	 91%	<p>Since July 2016, NorthConnex Traffic Management Division has been in contact with Council's traffic staff whenever there is a need to seek Council's approval for implementing traffic management within the Ku-ring-gai Council area. As most of the NorthConnex works are in the Hornsby Council area there have been only few interactions with NorthConnex representatives; however, any enquiries related to the NorthConnex Project were referred to NorthConnex's Stakeholder and Community Relations Department for their attention.</p>

			<p>The following activities have occurred during 2016/17 in the Ku-ring-gai area:</p> <ul style="list-style-type: none"> - Tunnelling for NorthConnex is in progress from the Northern Compound in Wahroonga. - Northern interchange compound is serving as a temporary construction compound until the opening of NorthConnex in 2019. A temporary acoustic shed has been built on site to minimise impact from noise, light and dust during 24/7 tunnelling work. - NorthConnex advises that when the tunnel and Northern Interchange are complete, the site compound will be demolished, rehabilitated and landscaped. - Realigning of Cockle Creek between Burns Road and Lochville Street, Wahroonga required some restricted access and partial closure around these streets and a 'Works Zone' in Lochville Street. Traffic management was in place to ensure the safety of motorists, residents and workers. <p>It is expected that the construction of NorthConnex – a nine kilometre twin tunnel that will link the M1 Pacific Motorway at Wahroonga to the Hills M2 Motorway at West Pennant Hills, will be completed at the end of 2019.</p>
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Critical Action

Code	Description	Progress	Comments
T3.1.1.3	Implement road network improvements identified in the Ku-ring-gai Contributions Plan 2010. <i>Responsible Officer: Director Operations</i>	 100%	Works in the Ku-ring-gai Contributions Plan 2010 have been included in the 10 year Traffic and Transport Plan and the Long Term Financial Plan, along with indicative timings. These works are typically development or Council project driven and will depend on the development occurring in the local centres.

Operational Plan Tasks

Code	Description	Progress	Comments
T3.1.1.3.1	Plan for works in response to development in local centres. <i>Responsible Officer: Manager Urban Planning</i>	 100%	Works in the Ku-ring-gai Contributions Plan 2010 have been included in the 10 year Traffic and Transport Plan (currently being updated) and the Long Term Financial Plan, along with indicative timings. These works are typically development or Council project driven and will depend on development occurring in the local centres. Progress on projects of note during the reporting period include: <ul style="list-style-type: none"> - Gordon Local Centre transport planning Following adoption by Council in November 2016 to re-commence the master planning process for the Cultural Hub in Gordon, no further transport planning/modelling has been undertaken, as new land use scenarios were still being developed during the 6 months to June 2017



		<p>The detailed design of the Dumaresq St - Moree St road link has been prepared and is in the early stages of implementation.</p> <p>There have also been internal discussions regarding coordinating and commencing a design for the modification and widening of Fitzsimons Lane, in connection with VPAs with adjoining mixed use developments.</p> <p>- Lindfield Local Centre</p> <p>Early work has been done to identify potential consultants to undertake detailed civil engineering and traffic signal design for the implementation of the modifications to the intersection of Pacific Highway and Balfour Street/Havilah Road, new traffic signals at the intersection of Pacific Highway and Strickland Avenue, and new traffic signals at the intersection of Lindfield Avenue and Tryon Road. These works are connected with development on the eastern side of Lindfield local centre.</p> <p>Transport consultants have also been refining the transport model for the Lindfield local centre in response to the RMS submission on the scheme. Refinements mainly revolve around removal of traffic signals at the intersection of Pacific Highway and Tryon Place (as per RMS feedback) and an alternative location for an at-grade pedestrian crossing of Pacific Highway. Results of the analysis are expected to be available in the next quarter.</p> <p>- St Ives Local Centre</p> <p>Since development around the Porters Lane precinct is largely complete, there have been early internal discussions about coordinating and commencing the modification of Porters Lane to accommodate one-way traffic flow.</p>
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Term Achievement

Code	Description	Progress	Stakeholders	Council Role
T3.1.2	Council engages with the State Government to upgrade regional roads and reduce congestion in the local road network. <i>Responsible Officer: Director Operations</i>	<input checked="" type="checkbox"/>	Roads and Maritime Services, Northern Sydney Region of Councils	Advocate
Comments				
Work on upgrading regional roads and implementing traffic improvements was completed in accordance with the adopted program for 2016 – 2017, with the exception of the Lady Game Drive improvements, now scheduled for 2017 - 2018. Work also continued on planning for the Lindfield, Turramurra and Gordon local centres, which will require future major road improvements. Progressed in accordance with Delivery Program – Year 4.				

Critical Action

Code	Description	Progress	Comments
T3.1.2.1	A program of prioritised works has been developed and is being implemented in partnership with State government to improve the efficiency of major roads. <i>Responsible Officer: Director Operations</i>	<input checked="" type="checkbox"/> 100%	There are a number of major projects in Council's development Contributions Plan and Long Term Financial Plan that involve improvements to major roads. Recent major projects include: - Lindfield Community Hub and Lindfield Village Green - improvements to Pacific Highway and nearby local roads in Lindfield are being incorporated in the respective scopes. Early work has been done to identify potential consultants to undertake detailed civil engineering and traffic signal design for the implementation of the modifications to the intersection of Pacific Highway and Balfour Street/Havilah Road, new traffic signals at the intersection of Pacific Highway and Strickland Avenue, and new traffic signals at the intersection of Lindfield Avenue and Tryon Road. These works are connected with development on the eastern side of Lindfield local centre, and are the subject of ongoing discussions with RMS. - Turramurra Community Hub - improvements to Pacific Highway and nearby local roads in Turramurra are being incorporated in the project scope, including the potential inclusion of a new road bridge over the North Shore railway line connecting the northern end of Ray Street with Rohini Street, and modifications to the intersection of Pacific Highway and Ray Street.



		<p>- Gordon Cultural and Civic Hub - improvements to Pacific Highway and nearby local roads in Gordon will be considered in the project scope, although no further progress has been made on this during the last 6 months. However, the detailed design of the Dumaresq St - Moree St road link has been prepared and is in the early stages of implementation. Also, early high level investigations have commenced into the upgrade of Fitzsimons Lane as a result of the progress and near completion of a number of mixed-use developments in the area.</p> <p>- Lady Game Drive - Council received 100% funding (\$1.364 million) from Roads and Maritime Services (RMS) for improvements to a section between Blackbutt Creek and De Burgh Road. Council has received concurrence from RMS/Federal Government regarding the request to vary the project scope early in 2017. However, this has resulted in the timeline shifting into the 2017/2018 financial year, and RMS has agreed to extend the project timeframe into the 2017/18 financial year. While the detailed design is progressing, the upcoming Council elections in September (and corresponding caretaker period prior) means that a formal tender for the construction of the project would not be able to be considered by Council until after Council elections.</p> <p>During July 2016, Council submitted two proposals for funding in the 2017/2018 Australia Black Spot and NSW Safer Roads program. The projects were:</p> <ul style="list-style-type: none">- Project 1 - Lady Game Drive/Moore Street/Highfield Road intersection (Lindfield) - construction of new 2 lane roundabout- Project 2 - Burns Road/Clissold Road intersection (Wahroonga) - road safety upgrades as recommended in Road Safety Audit. <p>These two projects were unsuccessful in receiving funds because Project 1 became ineligible due to BCR value less than 2 and Project 2 needed to be implemented urgently.</p> <p>Council completed the resurfacing of Burns Road near Clissold Road during the 2nd quarter of 2016/2017.</p>
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Key Achievements

Received \$1.364 million funding from RMS for Lady Game Drive upgrade.



Operational Plan Tasks

Code	Description	Progress	Comments
T3.1.2.1.1	<p>Pursue funding opportunities with Roads and Maritime Services (RMS) for improvement works on regional roads and at blackspot locations.</p> <p>Responsible Officer: <i>Manager Urban Planning</i></p>	 100%	Nominations for the next Australian Government Black Spot Program and NSW Government Safer Roads funding program (2018/2019) opened late in the March quarter, and close on 31 July 2017. Staff will evaluate opportunities and submit eligible sites for funding nomination by the closing date.

Theme: Local Economy and Employment

Performance Indicators

Code	Description	Baseline	Yearly Target	Units	Achieved Amount	Yearly Rating Image
E1.1.1.A	Businesses in Ku-ring-gai Local Government Area (LGA).	In 2011/2012 there were an estimated 13,499 local businesses in Ku-ring-gai Local Government Area (LGA). (Data source: National Institute of Economic and Industry Research (NIEIR))	13,499	Businesses	14,004	
E1.1.1.B	Economic employment promotion initiatives delivered or facilitated by Council.	Completion of agreed annual program. (Data source: Council)	100	%	100	
E1.1.1.C	Local jobs in Ku-ring-gai Local Government Area (LGA).	In 2011/2012 there were an estimated 34,835 local jobs in Ku-ring-gai LGA, equivalent to 0.97% of total jobs in NSW. (Data source: National Institute of Economic and Industry Research (NIEIR))	34,835	Local jobs	37,595	
E1.1.2.A	Small business discussion sessions delivered and/or facilitated by Council.	Completion of agreed annual program. (Data source: Council)	10	Sessions	7	
Comment: This was achieved as part of the larger program if all business events are taken into account.						
E1.1.2.B	Small business discussion participants who consider the events add value to local businesses.	Annual target of 75%. (Data source: Council)	75	%	100	
E1.1.2.C	Business sectors represented at small business discussion sessions.	Annual target of 5+ sectors. (Data source: Council)	>5	Sectors	10+	
E2.1.1.A	Participants involved in economic employment forums, workshops and initiatives facilitated by Council.	Annual target of 45 participants. (Data source: Council)	45	Participants	500+	
E2.1.1.B	Business forums delivered and/or facilitated by Council.	Completion of agreed annual program. (Data source: Council)	2	Forums	2	
E2.1.1.C	Participant satisfaction with business forums.	Annual target of 80%. (Data source: Council)	80	%	93	
E2.1.1.D	Business forum participants likely to attend future events.	Annual target of 80%. (Data source: Council)	80	%	100	
E2.1.1.E	E-newsletters delivered to local business subscribers.	Annual target of 11 E-newsletters. (Data source: Council)	11	E-newsletters	11	



E3.1.1.A	Visitation promotion initiatives delivered or facilitated by Council.	Completion of agreed annual program. (Data source: Council)	100	%	100	
E3.1.2.A	Visits to selected Ku-ring-gai attractions.	In 2012/2013 there were 12,384 visits to the Ku-ring-gai Wildflower Garden. (Data source: Council)	12,000	Visits	54,880	
Comment: Total visitation for 2016/17 is 51,760 for the Wildflower Garden for programs, visitors, and functions. An additional 3,120 attended the Wildflower Garden Festival. Highlights have included the ranger led school holiday program, bush birthday parties, Toddlers and Tadpoles play groups, Junior Rangers Club and school excursions. This represents a 44% increase from 30,764 visits in 2015/16.						

Theme: Local Economy and Employment

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

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
E1.1.1	<p>Ku-ring-gai's opportunities and assets are promoted to strengthen and attract business and employment to the area.</p> <p>Responsible Officer: Director Community</p>		Chambers of Commerce, Local Business Associations, Business and Land Owners, Developers, Government Agencies	Facilitate, Lead
Comments				
<p>Opportunities to strengthen and support the local economy and encourage economic development in Ku-ring-gai have been achieved through partnerships with the CSIRO, NSW Department of Industry and Commerce, Macquarie University and the University of Western Sydney. Other partnerships to promote local businesses and employment growth have been developed with the Office of NSW Small Business Commissioner, NSW Business Chamber and local Chambers of Commerce.</p> <p>Local businesses have been engaged in revitalisation projects in Town Centres and staff ensure that economic and employment matters are considered throughout the planning process.</p> <p>Progressed in accordance with Delivery Program – Year 4.</p>				

Critical Action

Code	Description	Progress	Comments
E1.1.1.1	<p>Research opportunities to strengthen and attract business to Ku-ring-gai.</p> <p>Responsible Officer: Director Community</p>	 100%	<p>Council officers have further strengthened relationships established in recent years with business groups. In particular relationships with the CSIRO, NSW Department of Industry, Macquarie University and the University of Western Sydney have been strengthened with a view to more effectively support local business and employment growth through better targeted and informed programs.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
E1.1.1.1.1	<p>Continue to identify opportunities to promote and strengthen local economy and employment growth in liaison with the Office of the NSW Small Business Commissioner, NSW Business Chamber, local Chambers of Commerce and surrounding councils.</p> <p>Responsible Officer: <i>Manager Corporate Communications</i></p>	<p>✓ 100%</p>	<p>Council officers have further strengthened relationships established in recent years with these groups as well as the CSIRO, NSW Department of Industry, Macquarie University and the University of Western Sydney with a view to more effectively supporting local business and employment growth through better targeted and informed programs.</p> <p>Currently, Council staff are working to strengthen partnerships with other local councils to enable collaborative delivery of business events to broaden audiences and facilitate better regional connections for local businesses.</p>

Critical Action

Code	Description	Progress	Comments
E1.1.1.2	<p>Develop a strategic program in collaboration with economic partners, to promote Ku-ring-gai as a place to invest in business and employment generating activities.</p> <p>Responsible Officer: <i>Director Community</i></p>	<p>✓ 100%</p>	<p>Council continued to collaborate with economic partners, to promote Ku-ring-gai as a place to invest in business and employment generating activities. This included programs with the Office of the NSW Small Business Commissioner, NSW Business Chamber, local Chambers of Commerce and surrounding councils.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
E1.1.1.2.1	<p>Continue to engage local businesses in revitalisation projects in Lindfield and Turramurra Local Centres to ensure business/economic and employment needs inform decision-making.</p> <p>Responsible Officer: <i>Manager Corporate Communications</i></p>	<p>✓ 100%</p>	<p>The local business community are provided updates when relevant and where possible asked to contribute to the revitalisation programs. Council staff actively work to ensure that matters relating to economic and employment outcomes are considered throughout the revitalisation projects.</p>

Critical Action

Code	Description	Progress	Comments
E1.1.1.3	<p>Build partnerships with business and stakeholders to promote business opportunities.</p> <p>Responsible Officer: <i>Director Community</i></p>	<p>✓ 100%</p>	<p>Council makes considered and targeted efforts to maintain an active conversation with local business community representatives including face to face meetings with individuals and groups as well as through digital communications and local media as appropriate. Through its close ties with groups across the private and public sectors, as well as its involvement with peak bodies and industry groups, Council works to ensure the local business community is provided with the most relevant and useful information and support.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
E1.1.1.3.1	<p>Continue targeted engagement of business groups and bodies actively promoting Ku-ring-gai business opportunities and activities as well as providing access to relevant local and regional information that may assist local businesses.</p> <p>Responsible Officer: <i>Manager Corporate Communications</i></p>	<p> 100%</p>	<p>Council staff make considered and targeted efforts to maintain an active conversation with the local business community representatives including face to face meetings with individuals and groups as well as through digital communications and local media as appropriate. Through its close ties with groups across the private and public sectors, as well as its involvement with peak bodies and industry groups, Council works to ensure the local business community is provided with the most relevant and useful information and support.</p>

Term Achievement

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

Comments

Local businesses are encouraged to provide input into local and town centre improvement plans through face to face one on one meetings, group briefings and a range of electronic communications. Feedback and industry information is regularly supplied through many mediums including Council's web site and newsletters. Council also supports local businesses through sponsorship at events and festivals and regular business breakfasts, presentations with specialist guest speakers and expos.

Progressed in accordance with Delivery Program – Year 4.

Critical Action

Code	Description	Progress	Comments
E1.1.2.1	<p>Engage businesses in the centres to provide input into improvement plans.</p> <p>Responsible Officer: <i>Director Community</i></p>	<p> 100%</p>	<p>The local business community are given the opportunity to contribute to the revitalisation programs on an ongoing basis. This includes face to face one on one meetings, group briefings and communications via email and e-newsletters.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
E1.1.2.1.1	Ensure relevant Business Chambers and local businesses are aware and able to contribute to the local centre upgrade programs. <i>Responsible Officer: Manager Corporate Communications</i>	<input checked="" type="checkbox"/> 100%	During the period Council continued to update the business community about its local centre upgrades through e-newsletters and email, as well as face to face meetings.
E1.1.2.1.2	Actively engage with businesses in local centres to ensure their needs are accommodated in local centre upgrades. <i>Responsible Officer: Manager Corporate Communications</i>	<input checked="" type="checkbox"/> 100%	The local business community are provided the opportunity to contribute to the revitalisation programs on an ongoing basis. This includes face to face one on one meetings, group briefings and communications via email and e-newsletters.

Critical Action

Code	Description	Progress	Comments
E1.1.2.2	Pursue opportunities for events at local places and spaces to strengthen the local economy. <i>Responsible Officer: Director Community</i>	<input checked="" type="checkbox"/> 100%	Council continues to support local events including the St Ives Food and Wine Festival, Wahroonga Food and Wine Festival, Ku-ring-gai Chase Fun Run Event, Bobbin Head Cycle Classic and Carols in the Park. Council also supports local organisations including the Ku-ring-gai Philharmonic Orchestra. In addition the Small Business Roundtable events have been held in local business' premises resulting in a raised profile within the local business community.

Operational Plan Tasks

Code	Description	Progress	Comments
E1.1.2.2.1	Facilitate existing and new events by business and community organisations through guidelines, sponsorship and other mechanisms. <i>Responsible Officer: Manager Corporate Communications</i>	<input checked="" type="checkbox"/> 100%	During the period a new round of sponsorship funding was planned and was released to the Ku-ring-gai community in early 2017. In particular this will provide opportunities for local businesses and organisations to commemorate the centenary of World War One and, in particular, our local soldiers and nurses. Ku-ring-gai Council continues to support local events including the St Ives Food and Wine Festival, Wahroonga Food and Wine Festival, Ku-ring-gai Chase Event, Bobbin Head Cycle Classic and Carols in the Park. Ku-ring-gai Council also supports local organisations including the Ku-ring-gai Philharmonic Orchestra.

Issue: Partnering for business and employment growth

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
E2.1.1	<p>Ku-ring-gai's business community, government agencies and regional partners are working in an effective and integrated way to strengthen and develop Ku-ring-gai's local economic base.</p> <p><i>Responsible Officer: Director Community</i></p>		Northern Sydney Region of Councils, NSW Trade and Investment, Chambers of Commerce, Local Business Associations	Facilitate, Advocate, Lead
Comments				
<p>Council engages and supports the local business community through a program of events and functions covering a range of business and economic development topics. Ongoing communications are maintained with local and state Chambers of Commerce and other state agencies and regular business events are held. Communications are achieved through the Business Connections Monthly, which has achieved a 43% increase in subscribers over the past 12 months.</p> <p>Progressed in accordance with Delivery Program – Year 4.</p>				

Critical Action

Code	Description	Progress	Comments
E2.1.1.1	<p>Work with economic partners to develop common strategic economic employment objectives for Ku-ring-gai.</p> <p><i>Responsible Officer: Director Community</i></p>	 100%	Council maintains ongoing communications with local and state Chambers of Commerce and other state agencies. Council delivers regular business events (3 events in the period) including the business forum in March 2017 held at the CSIRO.

Operational Plan Tasks

Code	Description	Progress	Comments
E2.1.1.1.1	<p>Continue to engage with local Chambers of Commerce and the business community, including holding business forums and small business discussion sessions, to identify and implement economic development priorities and actions, discuss relevant issues and pro</p> <p><i>Responsible Officer: Manager Corporate Communications</i></p>	 100%	Council continues to deliver a program of business events to facilitate engagement of the business community and local chambers of commerce. In the period July 2016 to June 2017 12 events were delivered with over 500 local business people attending. Topics covered at the events included business planning, grants, social media, HR and recruitment, commercialising ideas and business administration. Attendees consistently scored the events nine out of ten and above across a number of measures including event relevance and usefulness, quality of speakers and organisation.

E2.1.1.1.2	Create and deliver e-newsletters to local business subscribers about issues of interest to the local business community. <i>Responsible Officer: Manager Corporate Communications</i>	<input checked="" type="checkbox"/> 100%	Council delivers the Business Connections Monthly. This year staff have taken steps to increase subscribers which has resulted in a 43% increase in subscribers in the 12 months from July 2016 to June 2017 (from 361 to 629).
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Critical Action

Code	Description	Progress	Comments
E2.1.1.2	Participate in and initiate regional programs that will broaden economic employment opportunities for Ku-ring-gai residents. <i>Responsible Officer: Director Community</i>	<input checked="" type="checkbox"/> 100%	Council maintains ongoing dialogue with local and regional business stakeholders to ensure Ku-ring-gai Council is aware and able to take advantage of opportunities available. This also ensures that these stakeholders understand Council's business related activities. Council staff also are in regular contact with EDA NSW and attend events as appropriate.

Operational Plan Tasks

Code	Description	Progress	Comments
E2.1.1.2.1	Actively engage with local and regional business stakeholders including Chambers of Commerce (Ku-ring-gai, Hornsby, Ryde, Warringah, Chatswood), NSW Business Chamber and Office of the NSW Small Business Commissioner, and Economic Development Australia's t <i>Responsible Officer: Manager Corporate Communications</i>	<input checked="" type="checkbox"/> 100%	<p>Council officers continue to actively engage with local, regional and state level business groups. This includes encouraging these groups to involve themselves in Council's business engagement activities as well as Council actively promoting their activities to the Ku-ring-gai business community.</p> <p>For example, in 2016/17 Council has actively involved business advisors from the NSW Department of Industry's Business Connect Program in numerous events. This has resulted in event attendees being made aware and signing up to attend highly subsidised professional business advisory sessions delivered by Realise Business. Council also worked closely with the CSIRO, NSW Department of Industry, Macquarie University and the NSW State Chamber to deliver the Wealth Of Ideas business event in May 2017.</p> <p>Council staff are now on the organising committee of Economic Development Australia NSW. This enables Council to better understand state and local Economic Develop issues and contribute learnings from Ku-ring-gai to the NSW economic development sector.</p>



Issue: Visitation opportunities

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
E3.1.1	Tourism business has been strengthened and expanded. <i>Responsible Officer: Director Community</i>	<input checked="" type="checkbox"/>	Destination NSW, Local Business Operators	Facilitate
Comments				
Council's Destination Management Plan was completed in the period and subsequently adopted by Council in July 2017. The plan recommends the key areas for visitation in Ku-ring-gai as nature based tourism, Aboriginal heritage and major events at the St Ives Precinct. Strategies and actions from the Destination Management Plan will be actioned over the next four years. Progressed in accordance with Delivery Program – Year 4.				

Critical Action

Code	Description	Progress	Comments
E3.1.1.1	Work with partners to develop a tourism and visitation strategy for Ku-ring-gai. <i>Responsible Officer: Director Community</i>	<input checked="" type="checkbox"/> 100%	The draft Destination Management Plan has been reviewed by Council and placed on public exhibition. Following community feedback some minor amendments were made to the plan, and the plan will be reported back to Council in July 2017.

Operational Plan Tasks

Code	Description	Progress	Comments
E3.1.1.1.1	Finalise and commence key actions identified in the tourism and visitation strategy for the Ku-ring-gai local government area. <i>Responsible Officer: Manager Community & Recreation Services</i>	<input checked="" type="checkbox"/> 100%	The Ku-ring-gai Destination Management Plan developed by Dr. Meredith Wray, Sustainable Tourism consultant, was completed in March and has now been put up for public comment. The key recommendations were focussed on nature-based tourism, Aboriginal heritage and major events at St Ives Showground.
E3.1.1.1.2	Develop strategies and actions that support increasing overnight stays in Ku-ring-gai as identified in the NSW Visitor Economy Industry Action Plan and Ku-ring-gai Visitation Strategy. <i>Responsible Officer: Manager Community & Recreation Services</i>	<input checked="" type="checkbox"/> 100%	The Ku-ring-gai Destination Management Plan has been on public exhibition. Submissions will be considered by Council and a Report will be presented in the next quarter. One of the recommendations to be considered is a study of overnight accommodation options.

Term Achievement

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

Comments

Preparations were progressed during the period for Council's successful Medieval Faire, which is a major visitor experience for the area, and will be held for the fourth consecutive year in September 2017. Council also provides sponsorship and assists in the promotion and marketing of other events and cultural groups including the Wahroonga Food and Wine Festival, the Marian Street Theatre for Young People and the Ku-ring-gai Philharmonic Orchestra.

Progressed in accordance with Delivery Program – Year 4.

Critical Action

Code	Description	Progress	Comments
E3.1.2.1	Work with partners to develop a marketing program that recognises, promotes and supports local activities, both new and existing. <i>Responsible Officer: Director Community</i>	<input checked="" type="checkbox"/> 100%	Council provides sponsorship and promotes and supports many local activities. This financial year Council has supported events and activities associated with Eryldene, the Wahroonga Food and Wine Festival, a number of Rotary events, Fun Runs, the Ku-ring-gai Philharmonic Orchestra, the Marian Street Theatre for Young People, the Ku-ring-gai Art Society, Bowling Clubs and schools and Commemoration of WW1 events.



Operational Plan Tasks

Code	Description	Progress	Comments
E3.1.2.1.1	<p>Undertake a marketing program annually that recognises, promotes and supports local activities, both new and existing.</p> <p>Responsible Officer: <i>Director Community</i></p>	<p> 100%</p>	<p>Council provides sponsorship, promotes and supports many local activities. This financial year Council has supported events and activities associated with Eryldene, the Wahroonga Food and Wine Festival, and a number of Rotary events, Fun Runs, the Ku-ring-gai Philharmonic Orchestra, the Marian Street Theatre for Young People, the Ku-ring-gai Art Society, Bowling Clubs, schools and Commemoration of WW1 events.</p>

Theme: Leadership and Governance

Performance Indicators

The financial indicators are subject to completion of the end of financial year review and external audit review and will be reported to Council as part of the draft Financial Statements for 2016/17).

Code	Description	Baseline	Yearly Target	Units	Achieved Amount	Yearly Rating Image
L2.1.1.A	Occupancy rate of Council property portfolio.	Annual target for occupancy rate. (Data source: Council)	90	%	100 (retail and residential portfolio) 57 828 Pacific Highway, Gordon (based on tenants per floor)	
L2.1.1.B	Debt Service Percentage.	Annual target less than or equal to 4% for Council's debt service percentage (ability to service debt). (Data source: Council's Financial Statements)	4	%	1.19	
L2.1.1.C	Working Capital.	Annual target greater than or equal to \$4 million. (Data source: Council's Financial Statements)	4	\$ Million	7.2	
Comment: Working Capital increased due to the first instalment of the 2017/18 Financial Assistance Grant (FAG) which was received in advance and was approximately \$1.9m.						
L2.1.1.D	Unrestricted Current Ratio.	In 2012/2013 Council's unrestricted current ratio (liquidity) was 2.04:1. (Data source: Council's Financial Statements)	2	Ratio	3.12	
L2.1.2.A	Rates and Annual Charges Coverage Percentage. <i>Lesser is better</i>	Annual target less than or equal to 60% dependence on rates income. (Data source: Council Financial Statements)	60	%	52.84	
L2.1.2.B	Rates Outstanding Percentage. <i>Lesser is better</i>	Annual target less than or equal to 4% for rates outstanding percentage (impact of uncollected rates on Council's liquidity). (Data source: Council's Financial Statements)	4	%	3.27	
L2.1.2.C	Statutory financial reports are prepared and reported to Council in compliance with legislative requirements.	In 2012/2013 all statutory financial reports were reported to Council within statutory timeframes and to legislative standards. (Data source: Council)	100	%	100	

L2.1.2.D	Invoices paid to small businesses within 30 days from invoice date.	Annual target of 90% invoices. (Data source: Council)	90	%	93	
L2.1.4.A	Building and Infrastructure Renewals Funding Ratio.	In 2012/2013 Council's Building and Infrastructure Renewals Ratio was 95.45%. (Data source: Council's Financial Statements)	100	%	74	
<p>Comment: A ratio of 74.23% indicates that the amount spent on renewing infrastructure assets is lower than the amount of depreciation. The renewal ratio did not achieve benchmark due to delays in obtaining funding for planned asset renewal that will be caught up in future years, as well as recent changes in the ratio calculation (to exclude renewals on work in progress projects). Council will continue to focus on appropriate asset standards for renewal and maintenance of its assets and prioritise renewal capital works program.</p>						
L3.1.1.A	Statutory governance and integrated planning reports are prepared and reported to Council in compliance with legislative requirements.	In 2011/2013 all statutory governance and integrated planning reports were reported to Council within statutory timeframes and to legislative standards. (Data source: Council)	100	%	100	
L3.1.2.A	Risk management performance against Council's Enterprise Risk Management Framework.	Annual target of Risk Management Reports presented to quarterly Audit Committee meetings consistent with Council's Enterprise Risk Management Framework. (Data source: Council)	100	%	100	
L3.1.3.A	Council's Business Papers are accessible via Council's website in a timely manner.	Annual target of 100% of Council's Business Paper compiled, delivered and accessible within the Code of Meeting Practice timeframes. (Data source: Council)	100	%	100	
L3.1.3.B	Request for information applications completed within statutory timeframes.	In 2012/2013 90% of applications under GIPA and PPIPA were processed within statutory timeframes. (Data source: Council)	90	%	100	
L3.1.3.C	Council's policies are accessible via Council's website in a timely manner.	98% of Council policies are accessible via Council's website. (Data source: Council)	98	%	98	
L3.1.5.A	Staff Turnover Rate. <i>Lesser is better</i>	In 2012/2013 there was a 9% turnover rate for full-time employees. (Data source: Council) (Based on the quarterly data of permanent (FT & PT) employee turnover, total % for the FY is < or > 10%)	10	%	11.34	
<p>Comment: The slight increase in turnover seen during this period is likely attributed to Local Government reform and the uncertainty created by the merger proposal for Ku-ring-gai and Hornsby Councils.</p>						
L3.1.5.B	Reduction in Lost Time Injuries (LTI).	Annual target for reduction in lost time injuries. (Data source: Council)	5	%	22	
L3.1.5.C	Staff participation in learning and development.	In 2012/13 over 40% of staff completed accredited training courses or attended approved learning and development sessions. (Data source: Council)	40	%	50	
<p>Comment: In 2016/2017 50% of staff attended approved learning and development sessions. (222 staff recorded 473 attendances at approved courses).</p>						



L3.1.5.D	Computer network availability.	In 2012/2013 Council's computer network was available 98% of the time to internal and external customers. (Data source: Council)	98	%	99	
L3.1.5.E	Customer service enquiries responded to within agreed service delivery standard.	Annual target of 85% customer service enquiries responded to within agreed service delivery standard. (Data source: Council)	85	%	85	
L3.1.5.F	Customer requests actioned within agreed service delivery standard.	Annual target of 85% of customer requests actioned within agreed service delivery timeframes. (Data source: Council)	85	%	85	
L4.1.1.A	Community engagement activities facilitated by Council.	Completion of agreed community engagement program. (Data source: Council)	100	%	100	
L4.1.2.A	Increase in community access of information about local activities and services.	In 2012/2013 there were 468,840 visitors who accessed information via Council's website, Facebook, Twitter, Ku-ring-gai update newsletter and local newspapers. (Data source: Council)	5	%	5	
<p>Comment: In 2016/2017 there were 442,446 unique visitors to the website, 11,500 social media users and 39,328 E-news subscribers (total 493 274).</p>						

Theme: Leadership and Governance

Issue: Leadership

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
L1.1.1	<p>The aspirations, objectives and priorities of our community are reflected in the Ku-ring-gai Community Strategic Plan - 'Our Community Our Future 2030' and inform Council's policy development, decision-making and program delivery.</p> <p>Responsible Officer: <i>General Manager</i></p>		NSW Government, Office of Local Government, Department of Planning and Environment, Community Groups, Residents, Businesses	Deliver, Lead

Comments

Council implements the community's objectives and priorities, as reflected in the Community Strategic Plan 2030, through its adopted 4 year Delivery Program. The Program is reviewed annually as part of the preparation of the annual Operational Plan and to ensure that community objectives are addressed. Program progress is reported to Council bi-annually and to the community annually.

Council maintains a high level of engagement with the community across all themes in the Community Strategic Plan. During the year this included planned engagement activities for the revitalisation of Lindfield and Turramurra local centres, local government amalgamations and community feedback obtained for new Council plans and policies.

Progressed in accordance with Delivery Program - Year 4.

Critical Action

Code	Description	Progress	Comments
L1.1.1.1	<p>Conduct a structured engagement program with the community around issues, challenges and opportunities affecting the achievement of agreed outcomes for Ku-ring-gai.</p> <p>Responsible Officer: <i>Director Community</i></p>	 100%	Engagement activities are closely monitored across the organisation to ensure delivery of consistent high quality community engagement and that it is appropriately recorded and reported. In particular, during the period, a stronger focus on 'closing the engagement loop' (i.e. report back to engagement participants on how they impacted a decision) is being encouraged to build authenticity in Council's community engagement practices.

Operational Plan Tasks

Code	Description	Progress	Comments
L1.1.1.1.1	<p>Monitor and report on the outcomes of community engagement and consultation and identified policy related issues.</p> <p>Responsible Officer: <i>Manager Corporate Communications</i></p>	 100%	<p>Engagement activities are closely monitored across the organisation to ensure delivery of consistent high quality community engagement and that it is appropriately recorded and reported. In particular during the period, a stronger focus on 'closing the engagement loop' (i.e. report back to engagement participants on how they impacted a decision) is being encouraged to build authenticity in Council's community engagement practices.</p>
L1.1.1.1.2	<p>Report on the progress of the adopted Community Strategic Plan 2030.</p> <p>Responsible Officer: <i>Manager Integrated Planning Property & Assets</i></p>	 100%	<p>All required monitoring and reporting was completed for the Community Strategic Plan during the previous 6 months reporting period. This included presentation of the December 2016 Biannual progress review of Council's revised Delivery Program 2013 - 2017 and Operational Plan 2016 - 2017, to Council's Ordinary Meeting of 28 February 2017 along with the December Quarterly Budget Review. Progress on one year tasks and four year critical actions, contained in the Delivery Program and Operational Plan were also subject of an internal progress review for the March Quarter with the March Quarterly Budget Review presented to Council's Ordinary Meeting of the 23 May 2017.</p> <p>Progress reporting on Council's four year term achievements, critical actions, tasks and performance indicators contained in the Delivery Program and Operational Plan is included in this June Bi-annual Review. Completion of the 2016 - 2017 year also marks the end of the fourth year of progress on Council's four year term achievements.</p>
L1.1.1.1.3	<p>Council's planning and reporting is promoted to external stakeholders, including government agencies, organisations and the broader community.</p> <p>Responsible Officer: <i>Manager Integrated Planning Property & Assets</i></p>	 100%	<p>During the 6 months reporting period Council's planning and reporting was promoted to stakeholders and the broader community through media releases and summaries of achievements on Council's website, reporting on the 2016 - 2017 December Bi-annual report and public exhibition of the draft 2017 - 2018 Operational Plan and revised Delivery Program.</p> <p>Copies of currently adopted Integrated Planning and Reporting documents are available on Council's website via a dedicated web page with explanatory information. Hard copies of key documents are available at Council's libraries.</p>

Term Achievement

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

Comments

Council continued to proactively advocate on behalf of the Ku-ring-gai community, through its participation in a range of State and regional policy development forums and responses to wide ranging policy and legislation. Council continued to assist the local community and businesses to increase their capacity to advocate and seek funding from other government agencies and organisations.

Progressed in accordance with Delivery Program - Year 4.

Critical Action

Code	Description	Progress	Comments
L1.1.2.1	Council actively engages with stakeholders to inform the development of Council's strategies and plans as appropriate. <i>Responsible Officer: Director Strategy & Environment</i>	<input checked="" type="checkbox"/> 100%	During the reporting period Council staff continued to respond to the NSW Government and its agencies on local government legislative change and reform.

Operational Plan Tasks

Code	Description	Progress	Comments
L1.1.2.1.1	Proactively participate in and respond to policy development affecting Ku-ring-gai at state and regional levels. <i>Responsible Officer: Manager Integrated Planning Property & Assets</i>	<input checked="" type="checkbox"/> 100%	During the reporting period Council staff continued to respond to the NSW Government and its agencies on local government legislative change and reform. This included submissions to: <ul style="list-style-type: none"> - Office of Local Government (OLG) (two submissions) regarding development of a Model Code of Meeting Practice and proposed Regulations for induction and ongoing professional development for Mayors and Councillors; - 2017 Local Government Remuneration Tribunal on the proposed categorisation of Ku-ring-gai local government area - Greater Sydney Commission (GSC) on the exhibited Greater Sydney Regional Plan - Towards our Greater Sydney 2056 and draft North District Plan; - Department of Planning and Environment on the exhibited Environmental Planning and Assessment Amendment Bill 2017, incorporating proposed

			<p>amendments to the Environmental Planning and Assessment Act 1979;</p> <ul style="list-style-type: none"> - Department of Planning and Environment on its new draft Education and Childcare State Environmental Planning Policy (SEPP) and amended Infrastructure SEPP; - OLG in response to its invitation for suggested improvements to its Integrated Planning and Reporting Manual, which provides guidelines to local government ;- NSW Rural Fire Service (RFS) on the draft Revised Bush Fire Environmental Assessment Code and supporting documents; - NSW Government (two submissions) on the draft Regulations and other key products which support the Government's new Biodiversity Conservation Act 2016 and Local Land Services Amendment Act 2016. These followed Council's earlier submission to the exhibition of the NSW Government's Biodiversity Conservation Act 2016 and the Local Land Services Amendment Act 2016.
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Term Achievement

Code	Description	Progress	Stakeholders	Council Role
L1.1.3	<p>Partnerships are established with government agencies, regional and local organisations and community groups and are working to achieve Ku-ring-gai's community outcomes.</p> <p><i>Responsible Officer: General Manager</i></p>		Government Agencies, Northern Sydney Region of Councils	Advocate, Lead

Comments

Ku-ring-gai's Community Strategic Plan 2030 identifies stakeholders, other than Council, who can play a role in delivering the community's desired outcomes stated in the Plan. Council continued to actively pursue and support numerous partnerships with government, business, community and not for profit groups to deliver those community outcomes across all themes in the Plan.

Progressed in accordance with Delivery Program - Year 4.

Critical Action

Code	Description	Progress	Comments
L1.1.3.1	<p>Pursue new opportunities for partnership arrangements with other agencies, organisations and community groups to achieve community outcomes.</p> <p><i>Responsible Officer: Director Community</i></p>	 100%	The Council continued to build relationships with stakeholder groups in the community such as Support Lindfield, and the North Turrumurra Action Group. Ongoing support and networking continued with local and regional business groups via the business engagement function.

Operational Plan Tasks

Code	Description	Progress	Comments
L1.1.3.1.1	Pursue priority areas where partnership arrangements will provide tangible benefits to the local area. <i>Responsible Officer: Director Community</i>	<input checked="" type="checkbox"/> 100%	Partnerships continued with community, business and stakeholder groups through a range of events and programs including business breakfasts and expos.

Term Achievement

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

Comments

Council continued to provide responses to proposed local government reform, legislative and regulatory changes and new State Government plans consistent with the long term objectives in the Community Strategic Plan 2030. This included responses to the new Biodiversity Conservation Act 2016 and Local Land Services Amendment Act 2016, Greater Sydney Regional Plan - Towards our Greater Sydney 2056 and draft North District Plan as well as Council's continued appeal actions against a forced merger with Hornsby Council, which has since been abandoned by the State Government.

Progressed in accordance with Delivery Program – Year 4.

Critical Action

Code	Description	Progress	Comments
L1.1.4.1	The organisation responds flexibly, proactively and equitably to challenges and opportunities arising from government policy changes and reforms. <i>Responsible Officer: Director Corporate</i>	<input checked="" type="checkbox"/> 100%	Council continues to respond to government policy and reforms and has provided submissions in regards to the new Model Code of Meeting Practice, the 2017 Local Government Remuneration Tribunal, and proposed regulations for the induction and ongoing professional development of Mayors and Councillors in January 2017.

Operational Plan Tasks

Code	Description	Progress	Comments
L1.1.4.1.1	<p>Analyse and provide appropriate submissions to government proposals affecting the local government industry.</p> <p>Responsible Officer: <i>Manager Records & Governance</i></p>	<p> 100%</p>	<p>Submissions from Council in the period included:</p> <ul style="list-style-type: none"> - The new Model Code of Meeting Practice, the 2017 Local Government Remuneration Tribunal, and proposed regulations for the induction and ongoing professional development of Mayors and Councillors provided in January 2017 - Greater Sydney Commission (GSC) on the exhibited Greater Sydney Regional Plan - Towards our Greater Sydney 2056 and draft North District Plan; - Department of Planning and Environment on the exhibited Environmental Planning and Assessment Amendment Bill 2017, incorporating proposed amendments to the Environmental Planning and Assessment Act 1979; - Department of Planning and Environment on its new draft Education and Childcare State Environmental Planning Policy (SEPP) and amended Infrastructure SEPP; - OLG in response to its invitation for suggested improvements to its Integrated Planning and Reporting Manual, which provides guidelines to local government - NSW Rural Fire Service (RFS) on the draft Revised Bush Fire Environmental Assessment Code and supporting documents; - NSW Government (two submissions) on the draft Regulations and other key products which support the Government's new Biodiversity Conservation Act 2016 and Local Land Services Amendment Act 2016. These followed Council's earlier submission to the exhibition of the NSW Government's Biodiversity Conservation Act 2016 and the Local Land Services Amendment Act 2016.
L1.1.4.1.2	<p>Undertake ongoing communication with our community to ensure they understand proposed changes in legislation.</p> <p>Responsible Officer: <i>Manager Corporate Communications</i></p>	<p> 100%</p>	<p>The period mainly focussed on continued reporting to the public on the impacts of the Supreme Court decision regarding the Council's appeal against a forced merger with Hornsby Council. Other important information campaigns were commenced on the Council elections due in September 2017; the postponement of the proposed fire services levy and the Council's proposed budget and delivery plan for the 2017-2018 financial year.</p>

Issue: Financial capacity and sustainability

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
L2.1.1	Council maintains and improves its long term financial position and performance. <i>Responsible Officer: Director Corporate</i>		Office of Local Government	Deliver, Lead
Comments				
Council has improved its financial position over this term of Council. Council's financial position is sound and IPART has assessed Council as satisfying its criteria for being financial fit for the future.				
Progressed in accordance with Delivery Program - Year 4, subject to delays in the sale of Council assets due to delays in receiving approvals from the Department of Planning.				

Critical Action

Code	Description	Progress	Comments
L2.1.1.1	Achieve financial sustainability targets identified in the Long Term Financial Plan. <i>Responsible Officer: Director Corporate</i>	 67%	Council's current financial performance and position including key financial targets are monitored against budget on a monthly basis and reported to Council as part of Quarterly Budget Reviews. As at the March Quarterly Budget review, all key financial indicators (ie. operating surplus, working capital, unrestricted current ratio) were expected to be achieved by the end of the financial year. The end of 2016/2017 Financial Year results highlighting financial performance and position, variances to original and revised budget and key financial indicators will be finalised at the end of July and reported to Council as part of the Draft Financial Statements 2016/2017. It is expected that 80% of financial indicators will be above industry benchmarks, with the exception of assets renewal and assets backlog ratios. While Council's LTFP provides for infrastructure assets ratios to meet the benchmark of 100% in all years, in 2016/17 there were delays in obtaining approvals from the NSW Department of Planning to enable asset sales which would in turn provide funding for infrastructure renewals.

			<p>Reason</p> <p>The divestment of identified assets has not progressed due to delays in obtaining approvals from the NSW Department of Planning to enable asset sales which would in turn provide funding for infrastructure renewals. Only a small number of sites have been reclassified by the NSW Department of Planning and as a result Council has resolved to investigate the likelihood of 4 sites and their suitability for future divestment.</p> <p>Remedial Action</p> <p>This task will be progressed once approval from the NSW Department of Planning is received for all assets.</p>
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Operational Plan Tasks

Code	Description	Progress	Comments
L2.1.1.1.1	Review Long Term Financial Plan each year based on 10 year forecasts. <i>Responsible Officer: Director Corporate</i>	 100%	The Long Term Financial Plan has been reviewed and adjusted to achieve financial sustainability targets. Year 1 of the Long Term Financial Plan is reflected in the Revised Delivery Program 2013-17 and Operational Plan 2017-18 approved by Council 27 June 2017.
L2.1.1.1.2	Undertake quarterly reporting to Council on the financial performance of the organisation. <i>Responsible Officer: Director Corporate</i>	 100%	The June 2017 Quarterly Budget Review is in progress. Financial indicators will be assessed as part of the finalisation of the budget review. All indicators are expected to be met as identified in the Long Term Financial Plan.
L2.1.1.1.3	Undertake divestment of identified assets to invest in infrastructure assets renewal. <i>Responsible Officer: Director Corporate</i>	 0%	<p>This task has not progressed due to delays in obtaining approvals from the NSW Department of Planning to enable asset sales which would in turn provide funding for infrastructure renewals.</p> <p>Reason</p> <p>Due to delays on obtaining approvals from the NSW Department of Planning</p> <p>Remedial Action</p> <p>This task will be progressed once approval from the NSW Department of Planning is received</p>

Critical Action

Code	Description	Progress	Comments
L2.1.1.2	<p>Review opportunities for sustainable and equitable increases to Council's income supported by the community.</p> <p>Responsible Officer: Director Corporate</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Council invests its surplus funds and continuously looks to maximise its return on investments. Council's investment portfolio is compared to industry benchmark targets on a monthly basis. Investment returns for the financial year ended 30 June 2017 are estimated to be above industry benchmarks by around 1.23%. The net return on investments for the financial year 2016/17 is favourable with around \$440k in interest above revised budget highlighting a strong investment performance.</p> <p>Revenue raising opportunities are investigated as part of the annual budget process and setting of user fees and charges. As part of setting the fees and charges for 2017/18 Council reviewed all fees in line with Council's pricing methodology and increased where necessary to align with these pricing principles.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
L2.1.1.2.1	<p>Continue to analyse opportunities to expand the revenue base of Council.</p> <p>Responsible Officer: Manager Finance</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Investment revenue and examination of cost recovery for fees and charges is ongoing. As part of setting the fees and charges for 2017/18 Council reviewed all fees in line with Council's pricing methodology and increased where necessary to align with these pricing principles.</p>
L2.1.1.2.2	<p>Ensure the commercial property portfolio provides market returns.</p> <p>Responsible Officer: Manager Integrated Planning Property & Assets</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>All commercial negotiations in respect of leases and easements have been conducted strictly in accordance with Council's Commercial Lease Policy and Easement Management Policy which reflect market based outcomes.</p> <p>All easement compensation paid has reflected the quantum of compensation assessed by Council's valuer.</p> <p>The lease of the Wade Lane Air-bridge has been executed on commercial terms proposed by Council's expert independent valuer. The commercial terms contained in the proposed variation of lease for the Gordon Air-bridge similarly reflects the rent recommended by Council's valuer.</p> <p>Council has approved of a new lease being granted in respect of Firs Cottage and Council staff have commissioned a valuation to guide negotiations consistent with Council's resolution. A valuation has also been commissioned to determine a market rent for the lease of Old School Trattoria which contains a right of first refusal.</p> <p>Council engaged the specialist services of Knight Frank in May 2017 to secure a new tenant for 4 William Street Turramurra. A market rent is to apply for any new lease to be offered.</p>

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
L2.1.2	Council's financial services provide accurate, timely, open and honest advice to the community. <i>Responsible Officer: Director Corporate</i>		Office of Local Government	Deliver, Lead
Comments				
Council has strong systems of internal control and reporting that enable robust information to be provided to elected members and the community on a timely basis. This includes budget reviews, financial statements, the operational plan, long term financial plan and the Annual Report				
Progressed in accordance with Delivery Program - Year 4.				

Critical Action

Code	Description	Progress	Comments
L2.1.2.1	Coordinate financial advice to ensure Council meets overall budget performance. <i>Responsible Officer: Director Corporate</i>	 100%	<p>The overall financial performance of Council against budget is reported to Council on a quarterly basis. Monthly and quarterly budget reports with budget variations and commentary are also provided to senior management for review and to assist in decision making. The latest adopted Quarterly Budget Review YTD March 2017 was received and noted by Council on the 23 May 2017. As per March QBR, the forecast working capital balance at 30 June 2017 is projected to remain at \$4.7 million, in line with the long term financial plan's target; the forecast operating surplus (including capital items) was proposed to be increased by \$202k compared to the revised budget.</p> <p>At the time of reporting on these indicators (working capital and operating result), the results for June quarter and end of financial year 2016/2017 were not yet finalised. It is expected that Council will finalise the financial year with an operating surplus and a saving against budget. Available working capital is still to be determined as part of finalising the end of financial year processes, however, it is anticipated that the targeted working capital balance as mentioned above will be achieved. All key financial indicators will be reported to Council as part of the Draft Financial Statements 2016/2017, including end of financial year result and carried forward expenditure.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
L2.1.2.1.1	<p>Manage financial performance to achieve targets as defined in the Long Term Financial Plan.</p> <p>Responsible Officer: Director Corporate</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Council's budget performance is monitored by way of monthly meetings with budget managers and quarterly departmental meetings. Monthly and quarterly budget reports with budget variations and commentary are also provided to senior management for review and to assist in decision making. Quarterly Budget Reviews (QBR) are adopted by Council on a quarterly basis. These reports analyse Council's financial performance for the quarter and forecast end of financial year position by recommending budget adjustments to operating and capital budget. The latest adopted Quarterly Budget Review YTD March 2017 was received and noted by Council on the 23 May 2017. As at the end of March, budget adjustments proposed in the review increased the forecast operating surplus (including capital items) by \$202k compared to the revised budget. The forecast working capital balance at 30 June 2017 is projected to remain at \$4.7m, in line with the Long Term Financial Plan (LTFP) target. The June Quarterly Budget 2017 review is in progress. Responsible Managers and Directors will be asked to provide commentary on any material variances to budget. Financial indicators are assessed as part year end process. All indicators, except for the Infrastructure Backlog Ratio are expected to be met as identified in the Long Term Financial Plan.</p>

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
L2.1.3	<p>Council expenditure satisfies the needs of the community.</p> <p>Responsible Officer: Director Corporate</p>	<p><input checked="" type="checkbox"/></p>	Office of Local Government	Deliver, Lead
<p>Comments</p> <p>Expenditure is monitored and reported to Council and the community through quarterly project and budget reports, bi-annual updates on the progress of the Delivery Program and the Annual Report. Briefing sessions are held with Councillors to provide status updates on major works programs and projects.</p> <p>Progressed in accordance with Delivery Program - Year 4.</p>				

Critical Action

Code	Description	Progress	Comments
L2.1.3.1	<p>Monitor expenditure to ensure it is in accordance with the expressed wishes of the community and identified in the Community Strategic Plan.</p> <p>Responsible Officer: Director Corporate</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Council's expenditure forms part of the Annual Budget and Long Term Financial Plan (LTFP). The LTFP, the Asset Management Strategy & Workforce Strategy are fully integrated within Council's adopted Resourcing Strategy. Operational and capital expenditure and funding sources are monitored and reported as part of Quarterly Budget Reviews (QBR) to Council. Detailed analyses on capital project expenditure budget adjustments are included in the quarterly report to Council. The latest adopted Quarterly Budget Review YTD March 2017 was received and noted by Council on the 23 May 2017.</p> <p>Completion of Council's major works program is also reported to Council and the community through quarterly project and budget reports, bi-annual updates on the progress of the Delivery Program and the Annual Report. Additional and regular informal briefing sessions are held with Councillors to provide status updates on all major works programs and projects.</p> <p>The end of 2016/2017 financial year results highlighting financial performance and position, variances to original and revised budget and key financial indicators will be finalised at the end of July and reported to Council as part of the Draft Financial Statements 2016/2017.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
L2.1.3.1.1	<p>The Resourcing Strategy integrates the Long Term Financial Plan, Workforce Strategy and Asset Management Strategy.</p> <p>Responsible Officer: Manager Finance</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Council's adopted Resourcing Strategy fully integrates the Long Term Financial Plan, Asset Management Strategy & Workforce Strategy.</p>
L2.1.3.1.2	<p>Report on the completion of major works and community outcomes through Integrated Planning and Reporting documents.</p> <p>Responsible Officer: Manager Integrated Planning Property & Assets</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Council considered a report on the biannual progress of its revised Delivery Program 2013 - 2017 and Operational Plan 2016 - 2017 at its Ordinary Meeting of 28 February 2017. The report provided progress commentary on Council's four year critical actions and one year tasks including major projects and community outcomes. At the end of December 2016, 86% of one year tasks and 85% of four year critical actions were completed or progressing to schedule for the 2016 - 2017 year. The remaining tasks and critical actions were proposed to be back on track for the next reporting period, deferred or the subject of review for specified reasons. Details of progress of the Operational Plan 2016 - 2017 for the period January to June 2017 can be found in this report.</p>

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
L2.1.4	Council has increased its commitment to infrastructure asset management priorities. <i>Responsible Officer: Director Corporate</i>		Office of Local Government	Deliver, Lead

Comments

Council has continued to prioritise funding for infrastructure asset renewal.

Progressed in accordance with Delivery Program - Year 4.

Critical Action

Code	Description	Progress	Comments
L2.1.4.1	Financial strategies underpin Council's asset management policies and strategic vision. <i>Responsible Officer: Director Corporate</i>	 100%	Capital expenditure and funding on infrastructure assets has been monitored and reported as part of Quarterly Budget Reviews to Council. Further analysis of future funding on infrastructure has been performed and is reflected in Council's adopted LTFP. The current adopted funding strategy for infrastructure assets prioritises asset maintenance and renewal expenditure for new and upgraded assets.

Operational Plan Tasks

Code	Description	Progress	Comments
L2.1.4.1.1	Identify available funding sources in the Long Term Financial Plan and allocate to priority projects and assets. <i>Responsible Officer: Director Corporate</i>	 100%	Funding sources have been allocated as part of the March Quarterly Budget Review.

Critical Action

Code	Description	Progress	Comments
L2.1.4.2	Regularly revise Council's strategic asset management plans and integrate with financial planning processes. <i>Responsible Officer: Director Strategy & Environment</i>	 88%	During the reporting period a number of processes have been carried out to improve the integration of technical, system and financial asset management information. Reason Continuous improvement of asset data and the alignment with systems and financial information processes is ongoing.



			<p>Remedial Action</p> <p>These improvements are ongoing and underpinned with procedural reviews, system enhancements and staff training and support.</p>
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Operational Plan Tasks

Code	Description	Progress	Comments
L2.1.4.2.1	<p>Continually improve the integrity of asset data, asset registers and asset management improvement plans.</p> <p>Responsible Officer: <i>Manager Integrated Planning Property & Assets</i></p>	 100%	<p>The integrity of data, registers and management improvement plans are continually improving. This includes:</p> <ul style="list-style-type: none"> - Completion of the Roads and Transport Asset Management Plan. - Procedures for new, renewal and upgraded assets reviewed. Management to review the final document. - Staff Capital Works training completed. Additional training has been planned on an ongoing basis. - Benchmarking of road and transport assets report finalised. - Capitalisation of assets is in progress and ongoing. - Project Work Program 2016-17 updated regularly.
L2.1.4.2.2	<p>Implement an integrated corporate asset management system for all asset classes.</p> <p>Responsible Officer: <i>Manager Information Technology & Communications</i></p>	 75%	<p>This last period has seen Council continue the implementation of the Stormwater Drainage asset class. This has included a thorough review of our asset information, from both an operational and financial viewpoint. We are continuing this asset class into the next financial year and hope to be live by September 2017. We have also continued to improve processes relating to our Capital Works system, by reviewing more modules in our core system to managing the asset life cycle.</p> <p>Reason</p> <p>The major delay with project is the more detailed review of individual assets, in particular the operational data reconciliation with financial data.</p> <p>Remedial Action</p> <p>Awaiting final review of the data, to be made by Finance, to confirm the asset values are correct to progress.</p>

Issue: Good Governance and Management

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
L3.1.1	Council's integrity and operating effectiveness is continually being improved through its leadership, decision-making and policies. <i>Responsible Officer: General Manager</i>	<input checked="" type="checkbox"/>	Office of Local Government	Deliver, Lead
Comments				
Council's sound accountability and decision making processes are supported by a comprehensive suite of Integrated Planning and Reporting documents. These documents clearly articulate the community's vision and priorities, how Council will progress towards their achievement, and importantly, how Council will monitor and measure its progress. The delivery of these plans and priorities continue to be substantially achieved with the support of an efficient and effective organisation.				
Progressed in accordance with Delivery Program - Year 4.				

Critical Action

Code	Description	Progress	Comments
L3.1.1.1	A Council business framework is developed to incorporate best practice integrated planning objectives. <i>Responsible Officer: Director Strategy & Environment</i>	<input checked="" type="checkbox"/> 100%	Integrated business and decision-making systems and processes are in place to optimise the reporting of the Community Strategic Plan, Resourcing Strategy, Delivery Program and Operational Plan.
Key Achievements			
All integrated planning and reporting documents and statutory reporting was completed within the required time frames.			

Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.1.1.1	Report on the integration of business and decision-making systems and processes with integrated planning objectives. <i>Responsible Officer: Manager Integrated Planning Property & Assets</i>	<input checked="" type="checkbox"/> 100%	Opportunities to integrate business and decision-making systems and processes with integrated planning objectives continued to be investigated during the reporting period. Council officers continued to monitor and update integrated business and decision-making systems and processes to optimise reporting on the Community Strategic Plan, Resourcing Strategy, Delivery Program and Operational Plan.

L3.1.1.1.2	<p>Prepare Integrated Planning and Reporting documents and complete all statutory reporting required under the Local Government Act 1993 and Integrated Planning and Reporting framework.</p> <p>Responsible Officer: <i>Manager Integrated Planning Property & Assets</i></p>	 100%	<p>All required preparation of Integrated Planning and Reporting documents and statutory reporting was completed within set timeframes for the six month reporting period. This included progress reporting for the December Bi-annual and March Quarter periods. Of particular note during this period was Council's adoption of its fifth Operational Plan 2017 - 2018 including annual budget and fees and charges on 27 June 2017. All processes for the public exhibition and plan adoption were in accordance with the relevant statutory guidelines and procedures. The progress of Council's statutory obligations is regularly reported to Council's Internal Audit Committee.</p>
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Term Achievement

Code	Description	Progress	Stakeholders	Council Role
L3.1.2	<p>Integrated risk management, compliance and internal control systems are in place to identify, assess, monitor and manage risks throughout the organisation.</p> <p>Responsible Officer: <i>Director Corporate</i></p>		Office of Local Government	Deliver, Lead

Comments

Council has continued to develop its risk management policies, systems and procedures to manage risks for the organisation. Risk reviews have been undertaken and Council works closely with its insurer to improve risk management.

Progressed in accordance with Delivery Program - Year 4.

Critical Action

Code	Description	Progress	Comments
L3.1.2.1	<p>Risk management is integrated into Council's business framework.</p> <p>Responsible Officer: <i>Director Corporate</i></p>	 95%	<p>Councils Enterprise Risk Management program continues to be reviewed and improved whilst meeting regulatory and compliance obligations. All risks have now been migrated from the superseded program with reviews to ensure they are correctly allocated undertaken. The ERM program is currently being used by staff to manage risks.</p> <p>Discussions with Councils insurer have been ongoing in order to better align reporting processes. Policy and procedures have been developed and drafted for consultation.</p> <p>Work has continued on the alignment of Councils business continuity processes with the Australian Inter-Service Management System and Local Emergency Management Officer. It is anticipated that this will be completed in Q1 of the 17/18FY.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.2.1.1	Continue development of the Risk Management Plan and ensure risks and related actions are monitored, reported on and followed up. <i>Responsible Officer: Manager People & Culture</i>	 95%	Councils Enterprise Risk Management Program continues to be reviewed and improved whilst meeting regulatory and compliance obligations. All risks have now been migrated from the superseded program with reviews to ensure they are correctly allocated undertaken. The ERM program is currently being used by staff to manage risks.
L3.1.2.1.2	Incident review and continuous improvement processes are integrated into the online risk management system. <i>Responsible Officer: Manager People & Culture</i>	 95%	Work is still continuing on developing the online risk management system. Discussions with Council's Insurer have been ongoing in order to better align reporting processes. Policy and procedures have been developed and drafted for consultation.
L3.1.2.1.3	Continue to align business continuity processes with Australian Inter-service Incident Management System (AIMS) and Local Emergency Management Officer (LEMO). <i>Responsible Officer: Manager People & Culture</i>	 95%	Work has continued on the alignment of Councils business continuity processes with the Australian Inter-Service Management System and Local Emergency Management Officer. It is anticipated that this will be completed in Q1 of the 17/18FY.

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
L3.1.3	Council's governance framework is developed to ensure probity, transparency and the principles of sustainability are integrated and applied into our policies, plans, guidelines and decision making processes. <i>Responsible Officer: Director Corporate</i>		Office of Local Government	Deliver, Lead
Comments				
Council has a strong governance framework underpinned by policies and procedures along with transparent decision making by Council based on publicly available reports. Council is a member of an internal audit service shared with other north shore councils and governance is also overseen by the Audit and Risk Committee which has two independent members, one of whom is the Chair.				
Progressed in accordance with Delivery Program - Year 4.				

Critical Action

Code	Description	Progress	Comments
L3.1.3.1	<p>Ensure effective and efficient conduct of Council and committee meetings for the benefit of councillors and the community.</p> <p>Responsible Officer: Director Corporate</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>During the reporting period there were 9 Ordinary Meetings of Council held. All business papers and minutes were produced within the required time frame. Co-ordination of the delivery and improved communication between the stakeholders ensures delivery is within the required timeframe. Training and professional development opportunities are circulated to Councillors regularly.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.3.1.1	<p>Business Papers and associated Minutes are published in an accurate and timely manner for public scrutiny and encourage community participation.</p> <p>Responsible Officer: Manager Records & Governance</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>During the reporting period there were 9 Ordinary Meetings of Council held. All business papers and minutes were produced within the required timeframe.</p>
L3.1.3.1.3	<p>Facilitate training and professional development opportunities for councillors including ethics and code of conduct training.</p> <p>Responsible Officer: Director Corporate</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Training and professional development opportunities are circulated to Councillors regularly. Staff compiled and submitted a response to the OLG in regards to the new regulations proposed to assist with induction and professional development requirements for Mayors and Councillors in January. Staff have begun to prepare the induction program for Councillors elected in September 2017.</p>

Critical Action

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

Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.3.2.1	Internal audit programs and statistics are reported to each Audit & Risk Committee meeting. <i>Responsible Officer: Manager People & Culture</i>	 100%	Completed previous reporting period.
L3.1.3.2.2	The results of investigations into staff and customer complaints are reported to the Audit & Risk Committee. <i>Responsible Officer: Manager People & Culture</i>	 100%	Completed previous reporting period.
L3.1.3.2.3	Ensure compliance with requests from external government organisations in relation to investigations. <i>Responsible Officer: Manager People & Culture</i>	 100%	Completed previous reporting period.

Critical Action

Code	Description	Progress	Comments
L3.1.3.3	Compliance with the requirements of relevant Acts and Regulations. <i>Responsible Officer: Director Corporate</i>	 100%	Legislative changes are reviewed weekly by staff using the NSW Parliamentary Counsel's Office email notification service. Council's actions against compliance and reporting requirements and legislative updates are reported quarterly to the Audit Committee.

Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.3.3.1	Comply with the Government Information (Public Access) and Privacy and Personal Information Acts (PIPP). <i>Responsible Officer: Manager Records & Governance</i>	 100%	618 applications for informal access to Council information and 24 formal GIPA applications were received during this reporting period. The scan-on-demand project has resulted in 1,315 files being scanned for the processing of both informal and formal GIPA applications. The process has not only improved turnaround time - 7 hours from the time the order is lodged to receipt - but also creates an electronic record for storing in the electronic document management system for future access.

L3.1.3.3.2	Comply with the requirements of the Local Government Act and Regulations. Responsible Officer: Director Corporate	<input checked="" type="checkbox"/> 100%	Legislative changes are reviewed weekly by staff using the NSW Parliamentary Counsel's Office email notification service. Council's actions against compliance and reporting requirements and legislative updates are reported quarterly to the Audit Committee.
L3.1.3.3.3	Coordinate the 2017 Ordinary Local Government Election in accordance with the Local Government Act 1993. Responsible Officer: Director Corporate	<input checked="" type="checkbox"/> 100%	Preparations for the election on the 9 September 2017 are progressing on time and in accordance with requirements.

Critical Action

Code	Description	Progress	Comments
L3.1.3.4	Continue to improve internal Council policies and maintain registers to accord with legislation. Responsible Officer: Director Corporate	<input checked="" type="checkbox"/> 100%	Council continues to maintain registers and improve internal Council policies. During the reporting period three registers were updated. All policies due for review are reported to senior management through their Strategic Directions meetings on a quarterly basis.

Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.3.4.1	Maintain a policy review program to ensure the currency of all policy documents Responsible Officer: Director Corporate	<input checked="" type="checkbox"/> 100%	Policies due for review are reported to senior management on a quarterly basis through the Strategic Directions meetings. Proposed improvements to Council's policy management system (MyCouncil) have been identified and are being scoped with the relevant parties for implementation in the coming year.
L3.1.3.4.2	Participate in policy review opportunities to implement the principles of sustainability. Responsible Officer: Manager Environment & Sustainability	<input checked="" type="checkbox"/> 100%	A review of Council's Greenhouse Gas Reduction Action Plan, specifically the abatement activities and funding required to achieve Council's 2020 Greenhouse Gas reduction target of 20% below 2000 levels, was recently conducted. This will inform Council's energy management works program for 2017/18, which will prioritise bulk street lighting upgrades; the procurement of grid-sourced renewable energy; and building performance standards for Council buildings and facilities.
L3.1.3.4.3	Oversee the regular review and update of Council's publicly available registers. Responsible Officer: Manager Records & Governance	<input checked="" type="checkbox"/> 100%	During the reporting period the Delegations Register, Policy Review Register and Seal Register were updated. The Investment and Related Party Disclosures Policies were updated consistent with their review schedule.

Critical Action

Code	Description	Progress	Comments
L3.1.3.5	Maintain transparency and accountability in the management of tenders, contracts and purchasing of goods and services. <i>Responsible Officer: Director Corporate</i>	<input checked="" type="checkbox"/> 100%	Policies and procedures are in place to ensure transparency and accountability in procurement. Documentation that guides the management of tenders, contracts and purchasing has been provided to managers in draft format for comment. Further follow up with managers will occur before reporting to Council in the first quarter 2017/2018.

Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.3.5.1	Develop, implement and maintain guidelines for use by the Tender Evaluation Committee (TEC) members. <i>Responsible Officer: Director Corporate</i>	<input checked="" type="checkbox"/> 100%	Council have ensured that the tender process is compliant and meets legislative requirements for process and probity.
L3.1.3.5.2	Roll out training for users of contracts and guidelines to support use across Council. <i>Responsible Officer: Director Corporate</i>	<input checked="" type="checkbox"/> 100%	Development of training material and documentation is nearing finalisation with training to be provided online 2017/2018.
L3.1.3.5.3	Implement modifications to existing systems for improved management of suppliers. <i>Responsible Officer: Director Corporate</i>	<input checked="" type="checkbox"/> 100%	The active supplier review is nearing completion with the establishment of data view and information reporting due 2017/2018.
L3.1.3.5.4	Implement changes to stores system to establish categories and generate Stored Items Register. <i>Responsible Officer: Director Corporate</i>	<input checked="" type="checkbox"/> 100%	Completed previous reporting period.

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
L3.1.4	The organisation is recognised as a leader in sustainability. <i>Responsible Officer: Director Strategy & Environment</i>	<input checked="" type="checkbox"/>	Office of Local Government, Office of Environment and Heritage, Department of the Environment, Department of Planning and Environment, Local Community and Environmental Groups	Deliver, Lead
Comments				
Council's sustainability programs were delivered as planned through the year and continued to demonstrate Council's leadership and innovation in delivering those programs, as recognised through previous multiple awards.				
Progressed in accordance with Delivery Program – Year 4.				

Critical Action

Code	Description	Progress	Comments
L3.1.4.1	Sustainability is integrated into Council's business framework. <i>Responsible Officer: Director Strategy & Environment</i>	<input checked="" type="checkbox"/> 100%	Council's Corporate Sustainability Action Plan continues to drive corporate sustainability initiatives across Council, including new recycling stations that include organic waste and soft plastic recycling, new 'follow me' printers and copiers, resulting in paper and energy savings for Council, and online performance management and payroll processes, also resulting in paper savings. Aboriginal heritage awareness training, ecologically sensitive lands GIS training and Building Management System training was delivered to staff over the past 6 months, as part of Council's environmental management training program. A number of environmental risk management processes continue to be implemented, as identified in Council's risk management system.

Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.4.1.1	Implement Council's Corporate Sustainability Action Plan and corporate sustainability program. <i>Responsible Officer: Manager Environment & Sustainability</i>	<input checked="" type="checkbox"/> 100%	Much has been achieved by Council-wide teams in implementing actions they have committed to in the Corporate Sustainability Action Plan (CSAP) 2014-2017. This has been facilitated by half-yearly meetings of the CSAP Working Group, researching issues and offering support to teams. The biggest achievements this year have been the replacement by Information Technology of Council's old printers/copiers with new devices that have 'Follow Me Printing' and the placement of four source separation bins across Council, which has re-introduced organic waste recycling at the Council Chambers and Depot. Processing of the organic waste through composting and worm farming has resulted in an estimated 1.5 tonnes of organic waste being diverted from landfill since the start of source separation of organic waste in August 2016.

L3.1.4.1.2	Deliver environmental management training to staff. Responsible Officer: <i>Manager Environment & Sustainability</i>	<input checked="" type="checkbox"/> 100%	Council continues to deliver environmental management training to staff, with 4 Council staff attending ecological sensitive lands GIS training and 4 staff attending standard and/or intermediate Aboriginal heritage awareness training over the past 6 months. Additionally, training was provided to two Ku-ring-gai Fitness & Aquatic Centre staff and two Council staff on the Ku-ring-gai Fitness & Aquatic Centre Building Management System. Additionally Council co-ordinated 8 of their Green Army participants to attend Aboriginal heritage awareness standard training for outdoors staff. The benefits to Council from this was an informed team with awareness of items and/or sites of potential Aboriginal heritage in their day to day outdoors work, and understanding of the legislative requirements for working near a site and reporting/referring potential new sites. PV - delivered 2 hours of training to two KFAC staff, and two Council staff on the KFAC BMS.
L3.1.4.1.3	Progress, monitor and report on Council's environmental risk management processes and activities. Responsible Officer: <i>Manager Environment & Sustainability</i>	<input checked="" type="checkbox"/> 100%	A number of environmental risk management processes continue to be implemented, as identified in Council's risk management system. These include environmental assessments, training for staff and climate change adaptation activities.

Critical Action

Code	Description	Progress	Comments
L3.1.4.2	Monitoring and reporting on sustainability performance informs investment and management priorities. Responsible Officer: <i>Director Strategy & Environment</i>	<input checked="" type="checkbox"/> 100%	Ongoing monitoring using the Envizi platform is enabling Council to identify energy consumption anomalies at key Council facilities and to determine and review energy and water performance indicators for the Ku-ring-gai Fitness and Aquatic Centre. The Envizi platform also enables Council to monitor its performance against its 2020 Greenhouse Gas (GHG) emissions reduction target and to report on progress, and to adjust abatement activities and funding priorities accordingly.

Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.4.2.1	Implement Council's sustainability data management and reporting system, and monitor and report on organisational performance. Responsible Officer: <i>Manager Environment & Sustainability</i>	<input checked="" type="checkbox"/> 100%	Ongoing energy monitoring using the Envizi platform and temporary data loggers continues to identify consumption anomalies at sites such as 828 Pacific Highway, the Suakin Street Depot and Gordon Library. Energy and water performance indicators from the Ku-ring-gai Fitness and Aquatic Centre Energy Management Framework have now been adopted and are being reviewed against expected consumption on a monthly basis by Council and YMCA staff.

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
L3.1.5	<p>Council services and programs are provided on the basis of equity, community priorities, and best value for money within available resources.</p> <p>Responsible Officer: General Manager</p>		Office of Local Government	Deliver, Lead
Comments				
<p>Council's services and programs are designed to meet the identified needs of the community in the most cost efficient and effective manner within available resources. The Integrated Reporting and Planning documents, including the Long Term Financial Plan, Asset Management Strategy and Workforce Strategy provide elected councillors with the required information to allocate Council's financial, physical and workforce resources in an equitable manner, given competing demands. During the year the organisation continued to review its internal systems, processes and work practices to realise service delivery efficiencies and improve work practices. Community satisfaction research undertaken in February 2017 indicated a high level of community satisfaction with Council's delivery of its services and facilities. The detailed results of that research are being used to inform the organisation's service delivery.</p> <p>Progressed in accordance with Delivery Program - Year 4.</p>				

Critical Action

Code	Description	Progress	Comments
L3.1.5.1	<p>Ensure optimal performance of Council's records management services and electronic document management system (TRIM) to ensure the timely delivery of information in response to community requests.</p> <p>Responsible Officer: Director Corporate</p>	<p> 100%</p>	<p>Council's signed minute books have been digitised. The collection dates back to the proclamation of Ku-ring-gai Council in 1906. Scans are of high quality and have OCR applied wherever possible. Discussions with NSW State Records have commenced to arrange for the transfer of the physical records for permanent archiving and work is underway to provide public access to the digitised minutes.</p> <p>An upgrade from TRIM7 to RM8 is scheduled for July 2017. UAT has been completed and final stages of integration testing are under way.</p> <p>Business partnering with other sections continues. The recent focus has been Major Projects and Tenders/Quotations. In addition to this, a collection consolidation work group comprised of Records & Governance and Library staff has been established to identify, review and document archival holdings at both the Library and in our Corporate Records collection.</p> <p>Scan on demand services and the appraisal of property files to be scanned and entered in TRIM continues.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.5.1.1	<p>Maintain Council's record management system and provide records management services including training and advice.</p> <p>Responsible Officer: <i>Manager Records & Governance</i></p>	<p> 100%</p>	<p>An upgrade from TRIM7 to RM8 is scheduled for July 2017. UAT has been completed and final stages of integration testing are under way.</p> <p>Business partnering with other sections continues. The focus for this quarter has been Major Projects and Tenders/Quotations. In addition to this a collection consolidation work group comprised of Records & Governance and Library staff has been established to identify, review and document archival holdings at both the Library and in our Corporate Records collection.</p> <p>Scan on demand services and the appraisal of property files to be scanned and entered in TRIM continues.</p>
L3.1.5.1.2	<p>Audit and report on compliance with use of Council's record management system.</p> <p>Responsible Officer: <i>Director Corporate</i></p>	<p> 100%</p>	<p>Statistical data relating to use of TRIM continues to be monitored and reviewed.</p> <p>Testing and preparations for a system upgrade from TRIM to RM8 has commenced and is expected to go live in July 2017.</p>
L3.1.5.1.3	<p>Develop and implement a long-term plan for the digitisation of Council's legacy records.</p> <p>Responsible Officer: <i>Director Corporate</i></p>	<p> 100%</p>	<p>A project to digitise Council's signed minute books has now been completed. The complete collection, dating back to the proclamation of Ku-ring-gai Council in 1906, has been entered into TRIM. Scans are of high quality and have OCR applied wherever possible. Records staff are now preparing the physical books for permanent transfer to NSW State Records and Archives. A project team comprised of staff from Records & Governance, Library staff and IT staff has been established to create a public access version of the digitised books.</p> <p>In September 2016, the records team commenced a three month trial to assess the viability of using a "scan-on-demand" service (replacing our existing physical file retrieval service) whereby files requested for retrieval from off-site storage are delivered digitally and entered into TRIM. The trial has received unanimously positive feedback and has facilitated faster and more convenient access to files for both staff and members of the public. The scan-on-demand service will form the basis of the long-term digitisation plan.</p> <p>Building Applications digitised from microfilm in the last financial year are currently being prepared for import into TRIM with all relevant metadata. The import of these files was delayed due to poor metadata being provided in the first instance but the contractor responsible is currently amending all issues raised. This is expected to be completed by the end of the year.</p> <p>Historical property files are also being prepared for digitisation by staff, as time permits. It is expected that digitisation of these files will commence in-house in the 17/18 financial year.</p>

L3.1.5.1.4	Develop and implement a process to capture and maintain signed Council Meeting Minutes in electronic form. Responsible Officer: <i>Manager Records & Governance</i>	 100%	Completed previous reporting period.
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Critical Action

Code	Description	Progress	Comments
L3.1.5.2	Council's workforce and workplace match contemporary organisation requirements. Responsible Officer: <i>Director Corporate</i>	 81%	Council's workforce skills, opportunities and conditions continued to match contemporary organisation requirements. Completion of one of the 2016-2017 continuous improvement tasks was delayed during the period but is expected to be progressed in 2017-2018. The Equal Employment Opportunity (EEO) Plan is in implementation. Work is continuing with Information Management on the implementation of Human Resource related TechnologyOne modules. Reason Employee Self Service has not been implemented due to constraints with the module that require additional work by the provider. Remedial Action A task has been included in Council's draft 2017 -2018 Operational Plan to ensure outstanding work is completed.

Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.5.2.1	Coordinate the development and implementation of the 2016 Employee Opinion Survey and associated action plans. Responsible Officer: <i>Manager People & Culture</i>	 0%	This task has been deferred. Reason This task was deferred due to Council's legal action in relation to the NSW Government's merger proposal for Ku-ring-gai and Hornsby Councils. Remedial Action A task to coordinate the development and implementation of the Employee Opinion Survey has been included in Council's draft 2017 -2018 Operational Plan, following the NSW Court of Appeal's decision in favour of Ku-ring-gai Council in late March.

L3.1.5.2.2	<p>Coordinate a review of Councils Workforce Action Plan to achieve alignment with reviewed service levels and standards.</p> <p>Responsible Officer: Director Corporate</p>	 95%	<p>A review of the Workforce Action Plan will be undertaken as part of the review of Councils Workforce Resourcing Strategy.</p> <p>Notwithstanding this, significant progress has been made on a number of action items that contribute to the plan including; Ageing Workforce Strategy, Enterprise Risk Management, E-learning & Leadership Development.</p>
L3.1.5.2.3	<p>Develop and implement an Ageing Workforce Strategy.</p> <p>Responsible Officer: Manager People & Culture</p>	 95%	<p>The Ageing Workforce Strategy has been developed and approved.</p> <p>An action plan detailing completion dates for key strategies and initiatives will be set prior to implementation.</p>
L3.1.5.2.4	<p>Review Councils current Agency Hire arrangements to ensure delivery of 'fit for purpose' day labour and market competitive pricing.</p> <p>Responsible Officer: Director Corporate</p>	 95%	<p>The review of Agency Hire arrangements is ongoing,</p> <p>Council continues to utilise the services of providers engaged under the Local Government contract which provide market competitive rates and suitably skilled/qualified staff.</p>
L3.1.5.2.5	<p>Coordinate the implementation of Councils Equal Employment Opportunity Management Plan.</p> <p>Responsible Officer: Manager People & Culture</p>	 100%	<p>The EEO Management Plan has been approved and is now being implemented in accordance with identified time frames.</p>
L3.1.5.2.6	<p>Continue the development and implementation of electronic payroll processes to replace manual/paper based processes and forms.</p> <p>Responsible Officer: Manager People & Culture</p>	 91%	<p>Payroll processes continued to be reviewed and where possible transitioned to an electronic format. Work on the Employee Self Service module is ongoing with constraints associated with the module requiring additional work by the provider. Project time frames are continually reviewed to align with adjusted expectations.</p>
L3.1.5.2.7	<p>Continue to facilitate the implementation of TechnologyOne modules including Human Resources, Safety and Learning and Development.</p> <p>Responsible Officer: Manager People & Culture</p>	 91%	<p>Work on the full implementation of TechOne modules to support the People & Culture function is ongoing. The current focus is on enabling the capability to produce Organisational Charts. Extensive work has been completed on set up of this capability which has since moved forward into data interrogation and correction with respect to position establishment details and reporting lines. Some constrained resources and technology roadblocks have delayed completion of this project. A task to continue with this work has been included in Council's adopted 2017 -2018 Operational Plan.</p>

Critical Action

Code	Description	Progress	Comments
L3.1.5.3	<p>Provide a safe and healthy workplace for staff, contractors and the community.</p> <p>Responsible Officer: Director Corporate</p>	 92%	<p>Council continues to provide a safe and healthy workplace for staff, contractors and the community. Completion of two 2016-2017 continuous improvement tasks were delayed during the period but are expected to be progressed in 2017-2018. Key achievements during the period include:</p> <ul style="list-style-type: none"> - Councils WHS Management system is under constant review with the most recent focus areas being incident investigation and communication/awareness strategies. Notwithstanding this, Council continues to meet its regulatory and compliance WHS obligations which are delivered under this system. - The SafeStart program has been delivered in accordance with planned time frames. - Council currently has a full internal and external audit program that is implemented across the entire business. A more focused external audit program for WHS management will be rolled out in the next financial year. - The EAP service is reviewed on an ongoing basis to ensure its quality and effectiveness however a comprehensive review has not yet commenced. - A review and update of Councils Wellness Program is currently underway. A revised policy has been developed

Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.5.3.1	<p>Review Councils Work Health and Safety (WH&S) Strategy and implement actions in accordance with set timeframes.</p> <p>Responsible Officer: Manager People & Culture</p>	 100%	Completed previous reporting period.
L3.1.5.3.2	<p>Deliver the Work Health and Safety (WH&S) Management system across Council.</p> <p>Responsible Officer: Manager People & Culture</p>	 95%	<p>Councils WHS Management system is under constant review with the most recent focus areas being incident investigation and communication/awareness strategies.</p> <p>Notwithstanding this, Council continues to meet its regulatory and compliance WHS obligations which are delivered under this system.</p>
L3.1.5.3.3	<p>Deliver the SafeStart Safety Program.</p> <p>Responsible Officer: Manager People & Culture</p>	 100%	The SafeStart program has been delivered in accordance with planned time frames.



L3.1.5.3.4	<p>Coordinate annual Work Health and Safety (WH&S) management system audits performed by an external auditor.</p> <p>Responsible Officer: <i>Manager People & Culture</i></p>	 85%	<p>Council currently has a full internal and external audit program that is implemented across the entire business. A more focused external audit program for WHS management will be rolled out in the next financial year.</p> <p>Reason</p> <p>This project was delayed due to resourcing constraints within the business unit.</p> <p>Remedial Action</p> <p>A task to deliver the additional external audit program has been included in Council's draft 2017 -2018 Operational Plan.</p>
L3.1.5.3.5	<p>Undertake a review of the effectiveness of Councils electronic Work Health and Safety (WH&S) management system.</p> <p>Responsible Officer: <i>Manager People & Culture</i></p>	 91%	<p>Council has a fully compliant and effective WHS management system in place, however, we are looking to transition to an electronic solution. Work has commenced on this project and a suitable product has been identified and is ready for trialling in the workplace. This task was deferred due to Council's legal action in relation to the NSW Government's merger proposal for Ku-ring-gai and Hornsby Councils. A task to transition Councils WHS Management system to an electronic format has been included in Council's 2017 -2018 Operational Plan.</p>
L3.1.5.3.6	<p>Review Councils current Employee Assistance Provider (EAP) arrangements to ensure delivery of 'fit for purpose' services and market competitiveness.</p> <p>Responsible Officer: <i>Manager People & Culture</i></p>	 91%	<p>This service is reviewed on an ongoing basis to ensure its quality and effectiveness. A more comprehensive review has not yet commenced due to resourcing constraints and Council's legal action in relation to the NSW Government's merger proposal for Ku-ring-gai and Hornsby Councils. A task to undertake a comprehensive review of Councils EAP provider has been included in Council's adopted 2017 -2018 Operational Plan, following the NSW Court of Appeal's decision in favour of Ku-ring-gai.</p>
L3.1.5.3.7	<p>Undertake a review of Councils Wellness Program.</p> <p>Responsible Officer: <i>Manager People & Culture</i></p>	 80%	<p>A review and update of Councils Wellness Program is currently underway. A revised policy has been developed</p> <p>Reason</p> <p>The project has been delayed due to competing priorities within the business unit which resulted in a reallocation of resources.</p> <p>Remedial Action</p> <p>A revised time frame has been set for this task which will be completed in the 17/18FY.</p>

Critical Action

Code	Description	Progress	Comments
L3.1.5.4	<p>Create a culture that builds skills and supports staff in professional development opportunities.</p> <p>Responsible Officer: <i>Director Corporate</i></p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Information regarding Councils Code of Conduct, ethics and corporate values continues to be delivered as part of the staff Induction Program.</p> <p>Councils Learning and Development plan has been implemented in accordance with identified time frames. A new Learning Management System has been implemented which provides e-learning opportunities that were once not available. To date, 40 e-learning modules have been published and are now available for staff to access on this platform. A draft competency framework has been developed which will inform future learning and development programs. Council is participating in the development of the Local Government Capability Framework.</p> <p>Council's WHS Training Calendar for 2017 comprised of WHS compliance programs has been delivered in full. In house accreditation for the delivery of key leadership and development programs has been gained and strategies are being developed to facilitate a timely rollout of core programs across Council as a continuation of the Leadership Development Strategy. Training activity is monitored across the organisation and reported to the senior management team on a quarterly basis.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.5.4.4	<p>Continue to deliver ethics and code of conduct training as part of the induction program and Councils training plan.</p> <p>Responsible Officer: <i>Manager People & Culture</i></p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Information regarding Councils Code of Conduct, ethics and corporate values continues to be delivered as part of the staff Induction Program.</p>
L3.1.5.4.1	<p>Develop and coordinate implementation of Council's Learning and Development Plan.</p> <p>Responsible Officer: <i>Manager People & Culture</i></p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Councils Learning and Development plan has been implemented in accordance with identified time frames.</p> <p>A new Learning Management System has been implemented which provides e-learning opportunities that were once not available. To date, 40 e-learning modules have been published and are now available for staff to access on this platform.</p> <p>A draft competency framework has been developed which will inform future learning and development programs. Council is participating in the development of the Local Government Capability Framework.</p>

L3.1.5.4.2	<p>Continue development, implementation and monitoring of learning and development activities across Council, including Council's Leadership Development Strategy.</p> <p>Responsible Officer: <i>Manager People & Culture</i></p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Council's WHS Training Calendar for 2017, comprised of WHS compliance programs, has been delivered in full.</p> <p>In house accreditation for the delivery of key leadership and development programs has been gained and strategies are being developed to facilitate a timely roll out of core programs across Council as a continuation of the Leadership Development Strategy.</p> <p>Training activity is monitored across the organisation and reported to the senior management team on a quarterly basis.</p>
L3.1.5.4.3	<p>Undertake a review of the effectiveness of Council's integrated Learning Management System and the associated e-learning program.</p> <p>Responsible Officer: <i>Manager People & Culture</i></p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>A new Learning Management System has been implemented which provides e-learning opportunities that were once not available. To date, 40 e-learning modules have been published and are now available for staff to access on this platform.</p>

Critical Action

Code	Description	Progress	Comments
L3.1.5.5	<p>Information management systems, technologies and procedures are in place to support the organisation's strategic objectives.</p> <p>Responsible Officer: <i>Director Corporate</i></p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Information Management systems were actively monitored and maintained resulting in availability targets being met throughout this period. Support requests remained steady and service levels were met.</p> <p>All planned network infrastructure maintenance was completed on time as scheduled. All scheduled hardware replacements were completed. The replacement of all printers and multi-function devices was completed in May improving printing efficiency as well as delivering a considerable reduction in printing costs.</p> <p>The Geographical Information System (GIS) and Property & Rating databases were updated with all relevant changes throughout this period.</p> <p>The use of Council's online services continues to grow with additional application types being offered. This includes driveway level applications and improvements to automatic responses for service requests logged online. Increased use of mobile devices in the field have also improved processing times for applications that are received electronically.</p>

Key Achievements

The replacement of all printers and multi-function devices was completed in May improving printing efficiency as well as delivering a considerable reduction in printing costs.

Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.5.5.1	Review and implement Information Management Strategic Plan projects and ensure appropriate funding is identified. <i>Responsible Officer: Manager Information Technology & Communications</i>	<input checked="" type="checkbox"/> 100%	Business Systems continue to monitor all projects being reviewed and implemented this year. All key funded projects are under way and progressing well. We continue to meet quarterly to discuss progress and relevant challenges.
L3.1.5.5.2	Continue to expand relevant integrated E-Business and online service delivery. <i>Responsible Officer: Manager Information Technology & Communications</i>	<input checked="" type="checkbox"/> 100%	We continue to expand our options to residents and applicants for easy to access online services. This past quarter has seen us implement an automatic response back to residents in relation to waste requests. We have expanded our use of iPads for inspections out in the field, especially for Pre and Post Inspections for Infrastructure Bonds.
L3.1.5.5.3	Council's Geographic Information System (GIS) is maintained and updated. <i>Responsible Officer: Manager Information Technology & Communications</i>	<input checked="" type="checkbox"/> 100%	All Geographical Information System (GIS) and TechOne Property & Rating (PnR) databases were updated as a result of 23 new registered plans at NSW Land and Property Information which resulted in the creation of 38 new properties and 338 new residential units. A total of 2109 Planning Certificates were issued during the period 1/01/2017 to 30/06/2017 resulting in an income of \$186,685.00.
L3.1.5.5.4	Council's information systems and technology infrastructure is maintained, updated and supported. <i>Responsible Officer: Manager Information Technology & Communications</i>	<input checked="" type="checkbox"/> 100%	Routine daily, weekly and monthly checks were performed during the reporting period. Other actions include: <ul style="list-style-type: none"> - Regular monthly physical inspections of all remote sites - All servers have had Windows updates installed with Microsoft Security Updates - Network security account hardening for all workstation administrators and domain administrators - Firewall hardware replacement and upgrade completed - Replacement of entire printer fleet which included the introduction of Follow-Me printing - Replacement of the library's public internet PC booking and printing services. - Final Hardware replacements for this year have been purchased and are currently being configured for the Hyper-V Cluster.
L3.1.5.5.5	Maintain Councils website and monitor and report on usage. <i>Responsible Officer: Manager Corporate Communications</i>	<input checked="" type="checkbox"/> 100%	Completed previous reporting period.

Critical Action

Code	Description	Progress	Comments
L3.1.5.6	<p>Council's services have been reviewed against community needs, objectives and strategic directions.</p> <p>Responsible Officer: Director Strategy & Environment</p>	 30%	<p>This task was deferred.</p> <p>Reason</p> <p>This task is deferred due to the NSW Government's merger proposal and Council's pending legal action.</p> <p>Remedial Action</p> <p>A new task has been included in the 2017- 2018 Operational Plan.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.5.6.1	<p>Continue a program of specification of Council's services, including defined service levels against community expectations.</p> <p>Responsible Officer: Manager Integrated Planning Property & Assets</p>	 30%	<p>This task was deferred due to Council's legal action in relation to the NSW Government's merger proposal for Ku-ring-gai and Hornsby Councils. Following the NSW Court of Appeal's decision in favour of Ku-ring-gai Council in late March 2017, a task to review Council services has been included in Council's adopted Delivery Program 2013 - 2017 and Operational Plan 2017 - 2018.</p> <p>Reason</p> <p>Further progress on this task was deferred due to Council's legal action in relation to the NSW Government's merger proposal for Ku-ring-gai and Hornsby Councils.</p> <p>Remedial Action</p> <p>Following the NSW Court of Appeal's decision in favour of Ku-ring-gai Council in late March 2017, a task to review Council services has been included in Council's adopted Delivery Program 2013 - 2017 and Operational Plan 2017 - 2018.</p>

Critical Action

Code	Description	Progress	Comments
L3.1.5.7	<p>Council provides quality customer service.</p> <p>Responsible Officer: Director Community</p>	 100%	<p>Council provided, maintained and measured quality customer service during the reporting period. The results have been reported in the General Manager's 6 monthly performance review.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.5.7.1	Report bi-annually to Council on achievement of adopted Customer Service Standards. <i>Responsible Officer: Manager Corporate Communications</i>	 100%	.A report is provided to Councillors biannually in the General Managers Performance Review. Benchmarking results will be available at the end of July.

Issue: Community Engagement

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

Term Achievement

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

Comments

In order to best reach all sectors within the community Council has implemented a program of engagement to inform residents about Council's services programs and facilities. Methods of community engagement include Council's web site, e-newsletters and social media such as Facebook, Instagram, LinkedIn and Twitter. Council also uses hashtags to promote events. Council's Community Engagement Policy has been promoted across the organisation achieving best practice community consultation with our residents. Staff pro-actively publicise Council's vast range of services and achievements through a range of media ensuring a high standard of visual design and quality content across all communications.

Progressed in accordance with Delivery Program – Year 4.

Critical Action

Code	Description	Progress	Comments
L4.1.1.1	Implement a program of innovative and effective engagement to provide a better understanding of Council services, programs and facilities to the community. <i>Responsible Officer: Director Community</i>	 100%	Council ensured that it informed and promoted its upcoming services and events on Council's website, e-newsletter and social media such as Facebook, Instagram, LinkedIn and Twitter. Council also introduced the use of hashtags to promote a range of events.

Operational Plan Tasks

Code	Description	Progress	Comments
L4.1.1.1.1	<p>Promote Council's adopted Engagement Policy throughout the organisation.</p> <p>Responsible Officer: <i>Manager Corporate Communications</i></p>	 100%	<p>Council's Community Engagement Policy has been promoted across the organisation with briefings held at Director and Manager level to ensure all staff are made aware of the policy and its implications, as well as the support available to help deliver best practice community engagement.</p> <p>As a result, departments, who have previously undertaken community consultation independently, are now reaching out for support and advice and making changes to long adopted processes to ensure they align with contemporary engagement methodology.</p>
L4.1.1.1.2	<p>Proactively publicise Council's services, programs, policies and achievements via all forms of media.</p> <p>Responsible Officer: <i>Manager Corporate Communications</i></p>	 100%	<p>Publicising Council's activities has been ongoing during the reporting period including:</p> <ul style="list-style-type: none"> - Productive relationships have been built with various departments who keep the communications section informed of noteworthy services, programs, policies and achievements that should be promoted to the community, - The website has been regularly reviewed to make sure that content is relevant and kept up to date. Key updates are also given priority on the Council homepage. - Promotion of noteworthy achievements, programs and updates to policies on social media on a timely basis. - Distribution of the monthly Ku-ring-gai E-news which promotes Council's key developments, updates and achievements during the previous month.
L4.1.1.1.3	<p>Monitor and apply corporate communications and visual design standards to Council's communication materials, products and website.</p> <p>Responsible Officer: <i>Manager Corporate Communications</i></p>	 100%	<p>The graphic design team continued to monitor the use of Council's logo in external communications. A visual design and standards guide was developed for the new Medieval Faire logo and branding during this period.</p>

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
L4.1.2	Contribute to enhancing and protecting Council's reputation and public image. <i>Responsible Officer: Director Community</i>	<input checked="" type="checkbox"/>	Office of Local Government, Local Community Groups	Facilitate, Deliver, Lead
Comments				
Staff monitor media and public comment on a daily basis and co-ordinate appropriate responses in a timely manner to best ensure Council's reputation is protected and maintained. Progressed in accordance with Delivery Program – Year 4.				

Critical Action

Code	Description	Progress	Comments
L4.1.2.1	Proactively monitor media and public comment and develop and coordinate the Council's actions in response. <i>Responsible Officer: Director Community</i>	<input checked="" type="checkbox"/> 100%	Daily media monitoring was conducted and Councillors and senior management advised of emerging media issues and any coverage affecting the Council. Responses were developed on a range of issues through the Mayor's fortnightly column in the corporate advertisement; letters pages in local media; opinion pieces and messages through relevant media. The Council's social media sites continued to provide two-way communications with residents on an ongoing basis.

Operational Plan Tasks

Code	Description	Progress	Comments
L4.1.2.1.1	Monitor media and public comment and coordinate Council's response. <i>Responsible Officer: Manager Corporate Communications</i>	<input checked="" type="checkbox"/> 100%	During the reporting period Council's communications team issued an average of three media releases a week. Daily media monitoring was conducted and Councillors and senior management were advised of emerging media issues and any coverage affecting the Council. Responses were developed on a range of issues through the Mayor's fortnightly column in the corporate advertisement; letters pages in local media; opinion pieces and messages through other relevant media. The Council's social media sites continued to provide two-way communications with residents on an ongoing basis.



KU-RING-GAI COUNCIL

818 Pacific Highway, Gordon NSW 2072

P 02 9424 0000

F 02 9424 0001

E kmc@kmc.nsw.gov.au

kmc.nsw.gov.au