



Revised

DELIVERY PROGRAM 2013-2017
& OPERATIONAL PLAN 2017-2018

DECEMBER 2017



Theme: Community, People and Culture 2

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Theme: Community, People and Culture

Issue: Community Wellbeing


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

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


Critical Action

Code	Description	Progress	Comments
C1.1.1.1	Effective responses are made to changing needs of the community. <i>Responsible Officer: Director Community</i>	 50%	The Ku-ring-gai Council Demographic Profile and Community Atlas was updated during this reporting period with information readily available on Council's website. A comprehensive report was prepared detailing demographic information for Ku-ring-gai.



Operational Plan Tasks

Code	Description	Progress	Comments
C1.1.1.1.1	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. <i>Responsible Officer: Director Community</i>	 50%	<p>The Ku-ring-gai Council Demographic Profile and Community Atlas contains demographic information based on results from the 2016 Census of Population and Housing. The profile and atlas, available on Council's website, has been continuously updated with population estimates as the Australian Bureau of Statistics (ABS) releases new data.</p> <p>In addition, a comprehensive Demographic Profile and Communities of Interest Report was also prepared to assist in our strategic planning and taking into consideration household forecasting and future population growth. The Report contains expert analysis, charts, tables, benchmark comparisons and maps that identify the unique characteristics of the local area.</p>




Critical Action

Code	Description	Progress	Comments
C1.1.1.2	Review, evaluate and implement strategies, plans, policies, programs and services. <i>Responsible Officer: Director Community</i>	 50%	Council continued to deliver its successful programs and services during the reporting period which has seen an increase in participation and utilisation rates. Council is diversifying its programs and providing a variety of activities to reflect the increased demand.



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>	 50%	<p>During the reporting period Aged Services continued the very popular Falls Prevention, Back to Basics exercise classes and a new Qi Gong class. The Seniors in Action program was extremely popular with 1,604 seniors attending a wide range of events which included seminars on keeping yourself secure in this cyber age, estate planning pitfalls, caring for someone with dementia, medication management and dealing with the Aged Care Complaints Commission. Seniors also attended eight (8) outings including a Christmas in July lunch in the Strangers Dining Room at Parliament House, a trip on the Nepean Paddle Wheeler, an Aboriginal cultural tour at Barangaroo and an evening excursion to see the Christmas lights. Council ran a successful UN International Day of Older Persons free movie celebration with 100 people attending. The satisfaction rating for seniors programs was over 97%. Council continues to support local community organisations in strategic planning and community development with programs aimed at reducing social isolation and providing education about health and social issues. Council worked with PACE students at Macquarie University to develop a well-being and social inclusion survey for seniors in this local area. Over 300 responses have been received to date and will inform future planning strategies.</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>	 50%	<p>During the reporting period Youth Services delivered a range of educational, recreational, and vocational programs to support young people and their families. These included:</p> <ul style="list-style-type: none"> * Skill development workshops including first aid, art classes, and HSC support programs, * Coordinated youth sector inter agency networks meetings * Completed a public art project at Howson Oval water tank, * Ran an accessible dance party, Discobility for young people, family members and friends * Facilitated the planning and delivery of a School Principals' Forum with a focus on STEM education. This involved over 30 schools in Ku-ring-gai key CSIRO representatives, the Chief Scientist of NSW, eminent STEM professionals, local members of parliament, various Rotary clubs etc * Delivered a Parent Forum on policing and young people, * Consulted with young people from St Ives High School and Killara High School relating to Council's Community Strategic Plan. * Supervised Macquarie University and TAFE NSW student placements that increased the capacity of Council to deliver services to young people. * Delivered programs during term and school holidays for young people at Council's youth facilities in Gordon and St Ives.






			<p>* Delivered two 'Transition to High School' workshops at West Pymble Public School. These workshops provided an opportunity for year 6 students to discuss issues that relate to this important transition.</p> <p>* Delivered well-being workshops in Ku-ring-gai High School for year 10 students as part of the schools welfare strategy.</p> <p>* Participated in a Well-Being Expo for parents and students held at Turramurra High School.</p> <p>Ku-ring-gai Council collaborated with Macquarie University and Western Sydney University to conduct sociological fieldwork (focus groups and interviews) with year 9 students at St Ives High School. This study aims to identify factors important to the well-being of young people by asking them what well-being means from their perspective. The Australian findings will be compared and contrasted with the experiences of participants in other countries. It is anticipated that the report and associated findings will be completed in the first half of 2018 and incorporated in Council's service planning processes.</p>
C1.1.1.2.3	<p>Implement priority recommendations from Children's Services Needs Plan.</p> <p>Responsible Officer: <i>Manager Community Development</i></p>	 <p>50%</p>	<p>Changes to national law and standards for licensed children's services commenced on 1 October 2017 and operational procedures have been altered accordingly. Currently Council's children's services are updating their Quality Improvement Plans into a new format to note the changes in the National Quality Standards.</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>50%</p>	<p>Demand for Council's children's services remain strong and the West Pymble Vacation Care Service received an excellent rating in the latest Assessment and Rating Review conducted by the NSW Department of Education.</p> <p>Currently all services are seeking to meet the highest levels of demand to cater for younger children in Ku-ring-gai. Individual adjustments are being introduced to Council's children's services in response to community needs, changes to national law and standards and to drive efficiency measures within each operational area.</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>50%</p>	<p>The Library regularly engages with its 573 Facebook followers through posts promoting upcoming events and new resources as well as showcasing historical photographs of the local area. The Children's and Young Adult section delivered 220 programs during the first half of the reporting year. This reflects the fact that 50% of program events conducted by the Library are run by the Children's & Young Adult team, supporting the goal to encourage and support early literacy and inspire a love of reading and stories. Three HSC lock-in sessions brought 211 high school students into Gordon library for dedicated access and available staff. The Library has expanded the e-resources collection by making available two additional e-resources platforms for Library members. In the next few months, promotion of these new portals will increase as content is built. Increasingly, staff receive technology-related enquiries at service points and are spending more time helping people to use their devices in accessing information. The library has adapted to being a niche player in introducing technology related programming and products to our members.</p>




			<p>In the first half of this year the Library delivered 9 technology sessions targeting different age groups. While 3 were for children and young adults, 6 were planned for adults. Thus 800% increase in technology related programming for our customers.</p> <p>Loans in e-resources have also increased with a 90% increase as compared to the same period last year (48,822 in 2017 as against 25,678 in 2016).</p>
C1.1.1.2.6	<p>Implement priority recommendations from State Library review within available resources.</p> <p>Responsible Officer: Director Community</p>	 <p>50%</p>	<p>Staff continue to face the continuing changes to the ways information and resources are being made available for users and to help educate users to make the most of their Library. Electronic services continue to evolve and are evaluated for keeping and discarding in a similar way to the long-standing print collections.</p> <p>Creativity and enthusiasm of staff help link our public with the various resources through displays, visiting speakers, active participation sessions and broadening availability.</p> <p>Like other areas of Council, recruitment has been a constant challenge throughout the year with responses to advertised positions sometimes yielding disappointing responses. But the Library has also been fortunate in some of its new recruits who are contributing on a daily basis to the delivery of library services in Ku-ring-gai.</p>
C1.1.1.2.7	<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>50%</p>	<p>With the ever increasing popularity of online resources, Ku-ring-gai Library has introduced new e-book and e-audiobook platforms to supplement the regular and still heavily-used print titles held in the library.</p> <p>Library staff are trained to help our library users to access these new platforms and offer one-on-one sessions on a daily basis. iPad, tablet, smart devices and laptops are brought in for a quick tutorial from staff to help people to get connected and downloading e-resources. Some new titles are simultaneously released in hard copy, e-copy and audio so our borrowers have a fantastic choice for their listening preferences, especially over the holiday season.</p> <p>The annual HSC lock-ins were once again well-received with over 150 local students availing themselves of the chance for a dedicated study space and access to staff. In collaboration with Council's Community Youth Service free BBQs and break-out areas during the lock-ins were offered.</p> <p>Thanks to Council's Open Spaces section, Gordon Library's Secret Garden is verdant and growing well. Bunches of surplus herbs were given away to residents along with a selection of titles from our cooking books to help with their culinary creations.</p> <p>National Recycling Week was highlighted in displays with support from Council's Sustainability unit which sent along some free cloth bags to help minimise the use of plastic bags in our community.</p> <p>Our regular Informational programs included Scratch Junior workshops, Under the Sea Craft drop-in sessions, DIY Bamboo plant holder workshop, Travel & Technology sessions, Author Shane Pascoe's The Science & Myth of Sleeping Better, DIY soap making workshop, author Tony Park and his latest book</p>





			<p>The Cull and the very popular children's author Jacqueline Harvey launching this year's Summer Reading Program.</p> <p>In the lead up to this year's holiday season and the end of this quarter, the Library has held several workshops and craft sessions for our younger members. Our regular story times are now finished and the libraries are preparing for another exciting school holiday activity season in the New Year.</p>
C1.1.1.2.8	<p>Develop and deliver arts and cultural programs including classes, workshops and exhibitions, and specialist programs at the Art Centre.</p> <p>Responsible Officer: <i>Manager Library & Cultural Services</i></p>	 <p>50%</p>	<p>The period of 1 July to 31 December 2017 has seen all required actions progressing to schedule. Bookings for Term 4 were up slightly from Term 3, and a significant mention goes to the children's classes, which were all either at full capacity or 90% and over for Term 4 numbers.</p> <p>The month of November was a noteworthy one at the Art Centre as bookings open for the Semester 1, 2018 classes. It was a very successful booking period, with a number of classes booking out within a couple of hours.</p> <p>A highlight in this period was the success of Jemma Robert's 'Exploring Drawing - Objective to Abstract' class. With available studio space, the class and tutor requested an extended class for half the term. All students paid and participated in this longer class, and we had excellent feedback on their development as artists, and on Jemma's exceptional teaching methods. All students have re-booked for Term 1, 2018 and new students have also enrolled, making it a full class for next term.</p> <p>Susie Murphie's 'Travel Sketching' workshop was, like her August workshop, at full capacity. Students raved about her teaching style and, as earlier in the year, showed a high interest in attending term class that were of similar style to Susie's teaching/work.</p>
C1.1.1.2.9	<p>Implement recommendations of Art Centre review within available resources.</p> <p>Responsible Officer: <i>Manager Library & Cultural Services</i></p>	 <p>50%</p>	<p>The period 1 July to 31 December 2017 was a significant time for the Art Centre, with the completion of the 18 month tile project. This involved covering the brick wall enclosing the community garden previously created within the Art Centre grounds with ceramic tiles created by young students. Staff dedicated time, physical activity and creativity over the preceding 18 months, and especially in the last 6 months when this project was coming to the fruition of its launch. The project has been the largest investment of Art Centre time and resources since the Art Centre review. Over 500 tiles were created by children from the term and holiday programs over the 18 months leading up to the launch. Art Centre staff worked closely with the Operations Department staff in the final stages. The Operations team also brought skills, good humour, creativity and an open mind to a less run-of-the-mill project. The tiles were mounted to boards, grouted and the boards attached to the bricks surrounding the garden. This was not always as simple as it sounds.</p> <p>The Unveiling of the mural wall took place on Sunday 22 October. All participants in the project were invited to attend the event. It was a wonderful turn out on the day with many children eagerly bringing family members to view their tile on the wall and take photos. Art Centre staff opened all the studios of the Centre for viewing and provided food and refreshments. A photo booth company was also hired as entertainment, and the children could take photos in the booth to take home.</p>

			Indira Naidoo officially opened the event, and spoke about her balcony garden, inspiring all visitors with her passion for art, food and healthy living. Councillor Sam Ngai and Director Community Janice Bevan were welcome participants on the day. Since the unveiling event, the garden mural has been a talking point for all visitors to the Centre. It has created a further sense of community within the grounds of Ku-ring-gai Art Centre, and has been a beneficial program for participants, centre tutors, Art Centre staff and all other departments that were involved. The change to the exhibition schedule has seen significant progress in the implementation of ideas conceived prior to Art Centre review. In this period, it is worth mentioning the History and Memory exhibition, which was extremely well received by tutors and students. There were over 40 entries into the show with a variety of different artistic media on display. Feedback from students was positive, and they very much enjoyed working towards the theme, feeling inspired and encouraged by it. The work was of high calibre and three sales were made.
C1.1.1.2.10	Review and update the 2005 to 2009 Ku-ring-gai Community Plan. <i>Responsible Officer: Director Community</i>	 50%	A draft 2017/2018 Community Needs Study was prepared detailing key themes and demographic analysis based on 2016 Census data. The various community of interest chapters including children and families, young people, older people, people with disability and culturally and linguistically diverse people are currently being reviewed for final completion in March 2018.


Critical Action

Code	Description	Progress	Comments
C1.1.1.3	Develop partnerships with the community and key stakeholders to deliver community programs. <i>Responsible Officer: Director Community</i>	 50%	During the reporting period Council continued the development of new and established partnerships with the community and government agencies to plan and deliver a range of community programs, which includes the planning for the 2018 Youth Week program and 2018 Seniors Festival.


Operational Plan Tasks

Code	Description	Progress	Comments
C1.1.1.3.1	Implement Youth Week program in cooperation with local community groups. <i>Responsible Officer: Manager Community Development</i>	 50%	Planning for the Youth Week 2018 program commenced with a range of events to be held in April 2018. These include a regional live music festival, accessible dance party for young people, Mental Health Youth Forum and a photography exhibition. The program of events will be coordinated in partnership with local community organisations and other northern Sydney councils.
C1.1.1.3.2	Implement Seniors Festival of events in cooperation with local community groups. <i>Responsible Officer: Manager Community Development</i>	 50%	Planning for the Seniors Festival 2018 commenced and will be held during March and April 2018. Community groups and aged care organisations have already been approached to participate and Council's Festival booklet will be available in mid-February. The Festival will commence on Tuesday 20 March with a morning tea where the Seniors Mayoral Awards will be presented for outstanding contribution to the community by an individual and a group.

Critical Action


Code	Description	Progress	Comments
C1.1.1.4	Identify funding gaps for program delivery and resource requirements. <i>Responsible Officer: Director Community</i>	 90%	The assessment of the 2017 Ku-ring-gai Community Grants Program applications was completed and recommendations reported to Council in November 2017. Council distributed \$93,667 to 45 community organisations. Acquittal of the 2017 grants will be completed by 30 June 2018.

Operational Plan Tasks


Code	Description	Progress	Comments
C1.1.1.4.1	Resource and support local initiatives and volunteer organisations through the Ku-ring-gai Community Grants program. <i>Responsible Officer: Director Community</i>	 90%	The assessment of the 2017 Ku-ring-gai Community Grants Program applications has been completed and recommendations reported to Council for a decision in November 2017. In total Council distributed \$93,667 to 45 community organisations under the various small equipment, community development and arts cultural categories. Acquittal of grants will be completed by 30 June 2018.


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

Critical Action

Code	Description	Progress	Comments
C1.1.2.1	Develop and implement programs that respond to community needs and address a range of accessibility issues and alleviate social isolation. <i>Responsible Officer: Director Community</i>	 50%	Council continued to address accessibility needs of the community through various mechanisms including the installation of accessible equipment at the Ku-ring-gai Fitness and Aquatic Centre and partnering with local community groups to provide social inclusion events.


Operational Plan Tasks

Code	Description	Progress	Comments
C1.1.2.1.1	Implement priority recommendations from Access and Disability Inclusion Plan. <i>Responsible Officer: Manager Community Development</i>	 50%	Council in partnership with the YMCA and Ability Links have purchased and installed an accessible overhead hoist system and adult change table at the Ku-ring-gai Fitness and Aquatic Centre. When operational this will provide a fully accessible change room for people using the Centre including training for staff to ensure its safe operation. Council in partnership with local community organisations are planning a number of social inclusion events in 2018 and in December were involved in an Autism Forum and Social Inclusion BBQ. Council Staff have met with Ability Links representatives to consider introduction of social inclusion options across a number of our children's services.

C1.1.2.1.2	Deliver Home Library Service and Library bus service. Responsible Officer: <i>Manager Library & Cultural Services</i>	 50%	Council's Home Library Service staff visited 159 clients and 18 institutions this reporting period. A customer satisfaction survey was conducted earlier in the year with a satisfaction rate of 100%. The average age of our Home Library Service members is 88 years. Considering that 3.4% (2.0% Greater Sydney) of Ku-ring-gai residents are in the age bracket of 85 years and over, the Home Library Service and the Libraribus service is greatly valued by the local community.
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Term Achievement: Our community facilities are accessible and function as cultural hubs to attract a range of users.


Critical Action

Code	Description	Progress	Comments
C1.1.3.1	Continue to enhance our community facilities. Responsible Officer: <i>Director Community</i>	 85%	<p>Ku-ring-gai Fitness and Aquatic Centre is continuing to grow as a facility through increase in attendance and a record high of 27,066 in November (902 per day).</p> <p>Highlights for this period were: an increase in total fitness memberships by 77 members which included small increases across all membership categories the introduction of the YMCA Spring into Fitness Campaign offering new members a \$0 joining fee which resulted in 79 campaign sales</p> <p>During this period YMCA also introduced the 'Take the pressure off' HSC campaign offering local high school students a 30 day fitness membership to support a healthy balance during the HSC period of which 61 students had taken advantage of at the end of November.</p> <p>Learn to Swim made up the most attendances of the latest monthly report with 8,224 (30%) of all visitations for November followed by Casual Swimming (23%) and Health Club (21%).</p> <p>Swim School continues to remain efficient and popular in the community with a 90% occupancy in classes which includes a total of 1919 people enrolled across the YMCA program. This is an increase of 7.5% from last year's data and can be attributed to the increase in school age swim programs from 1,078 in 2016 to 1,202 in 2018.</p> <p>Group fitness (dry) numbers continue to increase and show improvements with an average of 14 participants per class with high attendances continuing in all 9.30am weekday classes as well as both yoga and pilates classes across the week.</p> <p>There has also been a large increase (approx 20%) of personal training sessions with a total of 105 sessions conducted when compared to 2016 data.</p>


Key Achievements

Record attendance at Ku-ring-gai Fitness and Aquatic Centre - 27,066 in November (902 per day).

Operational Plan Tasks

Code	Description	Progress	Comments
C1.1.3.1.1	<p>Co-ordinate programming with YMCA to ensure a range of services and programs are provided for identified target groups to meet consumer demands.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	 85%	<p>During the reporting period there were 15,833 (511 per day) attendances in July, 15,866 in August (512 per day), 19,935 in September (665 per day), 25,529 in October (824 per day) and a record high of 27,066 in November (902 per day). Highlights for this period were:</p> <ul style="list-style-type: none"> * An increase in total fitness memberships by 77 members which included small increases across all membership categories. * The introduction of the YMCA Spring into Fitness Campaign offering new members a \$0 joining fee which resulted in 79 campaign sales. * Other promotional campaigns during this period have included: The 'Water's Warriors Xpress Campaign' a second swim lesson option offered at a slight discount to incentivise current enrolments to swim more as well as the upskilling of staff on the new YMCA Swimming Lesson Programs starting in spring. In addition to this YMCA launched a Groupon Campaign on the 22 August which enabled new potential members to trial the facility for a month at a reduced rate. At the end of October 94 vouchers had been redeemed. * During this period YMCA also introduced the 'Take the pressure off' HSC' campaign offering local high school students a 30 day fitness membership to support a healthy balance during the HSC period of which 61 students had taken advantage of at the end of November. * Learn to Swim made up the most attendances of the latest monthly report with 8,224 (30%) of all visitations for November followed by Casual Swimming (23%) and Health Club (21%). * Swim School continues to remain efficient and popular in the community with a 90% occupancy in classes which includes a total of 1919 people enrolled across the YMCA program. This is an increase of 7.5% from last year's data and can be attributed to the increase in school age swim programs (from 1,078 in 2016 to 1,202 in 2018). * Group fitness (dry) numbers continue to increase and show improvements with an average of 14 participants per class with high attendances continuing in all 9.30am weekday classes as well as both yoga and pilates classes across the week. There has also been a large increase (approx 20%) of personal training sessions with a total of 105 sessions conducted when compared to 2016 data.

Critical Action


Code	Description	Progress	Comments
C1.1.3.2	Investigate opportunities for a local multipurpose cultural facility.	 40%	The status of the Cultural and Education Centre project was presented to Councillors in October 2017. Investigations have since continued into a suitable location for the Cultural and Education Centre within the St Ives Precinct.



	<p>Responsible Officer: Director Community</p>	<p>Reason</p> <p>This project was delayed after it was determined that the Ku-ring-gai Wildflower Garden was an unsuitable location for the Cultural and Education Centre, due to bushfire risk management issues at this site.</p> <p>Remedial Action</p> <p>A report on the outcomes of investigations into opportunities for the Cultural and Education Centre within the St Ives showground precinct will be presented to councillors in the next quarter.</p>
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<p>Challenges</p>
<p>Complex bushfire and ecological requirements</p>

Operational Plan Tasks


Code	Description	Progress	Comments
C1.1.3.2.1	<p>Prepare report on the outcomes of investigations into opportunities for a local multipurpose cultural facility.</p> <p>Responsible Officer: Director Strategy & Environment</p>	<p> 40%</p>	<p>The status of the Cultural and Education Centre project was presented to councillors at the Councillor Induction Workshop in October 2017. Investigations have since continued into a suitable location for the Cultural and Education Centre within the St Ives Showground precinct.</p> <p>Reason</p> <p>This project was delayed after it was determined that the Ku-ring-gai Wildflower Garden was an unsuitable location for the Cultural and Education Centre, due to bushfire risk management issues at this site.</p> <p>Remedial Action</p> <p>A report on the outcomes of investigations into opportunities for the Cultural and Education Centre within the St Ives Showground precinct will be presented to councillors in the next quarter.</p>

Issue: Cultural Diversity and Creativity



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

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

Critical Action


Code	Description	Progress	Comments
C2.1.1.1	Opportunities are identified, provided and promoted for the community to share cultural experiences. <i>Responsible Officer: Director Community</i>	 50%	Council continued to identify opportunities and provide and promote cultural activities for the community during the reporting period. Council began work to participate in cultural events and the library and local studies provided historical services to the community through various methods.

Operational Plan Tasks




Code	Description	Progress	Comments
C2.1.1.1.1	Promote and support a range of cultural and nationally significant events through Council. <i>Responsible Officer: Director Community</i>	 50%	Planning commenced to celebrate Chinese New Year, International Women's Day, Harmony Day, Refugee Week events during 2018 in partnership with local community groups in Ku-ring-gai.
C2.1.1.1.2	Provide free access to a range of information and lending services including Local Studies and electronic resources (books, film, magazines and music). <i>Responsible Officer: Manager Library & Cultural Services</i>	 50%	<p>There were 31 Local Studies specific enquiries during this period which includes emails, phone calls and information requests from Council staff. Of note is the work the Local Studies team did in researching the history of the 100-acres in Turrumurra granted to Thomas Boyd. This research was carried out for Council's Landscape Architect in preparation for the opening of a new park to be named Boyd's Orchard Park. Our popular social media posts with historic photographs of the area generated a lot of interest on Council's social media platforms. The video made for the launch event of "Tell Your Story" project is now available on YouTube and has had 202 views. Our Local Studies Librarian had an invitation from the State Library of NSW to contribute to their blogpost on this project. One of the local studies posts reached an audience of 1,432 on Facebook.</p> <p>Like most public libraries, Ku-ring-gai receives a range of information enquiries from the personal and local to the big picture and global. What the staff at the library are able to offer those with enquiries is guidance on the range of information resources available and which might be more relevant to their needs regarding timeliness, depth and coverage.</p> <p>Library members have taken to music streaming as the demand for CDs eases slightly. DVDs of television series (including documentaries) generate strong loans.</p>

			E-audio has been picked up with enthusiasm as either an adjunct or addition to talking books on CD and MP3. The profile of audio users has changed considerably over the past 20 years with young people, commuters, people gardening or walking listening to books and, with the proliferation of smart phones, many use this multifunctional device to listen to e-audio books at their convenience.
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Critical Action

Code	Description	Progress	Comments
C2.1.1.2	A program of cultural events is developed to celebrate our diversity. <i>Responsible Officer: Director Community</i>	 80%	A range of events were held in Ku-ring-gai during the reporting period including St Ives Show Society Winter and Spring Horse Shows, St Ives Orchid Fair, The Wildflower Art and Garden Festival, Oxfam Trailwalker Event, Warringah Dressage, Council Waste Collection and Northside Budgerigar Society Show all attracted good patronage. The fourth St Ives Medieval Faire was held and was the biggest so far. Wahroonga Food and Wine Festival and The Twilight Concert continued to be popular with the community.

Operational Plan Tasks


Code	Description	Progress	Comments
C2.1.1.2.1	Continue to develop and attract major regional events for the St Ives Precinct (St Ives Showground and Wildflower Garden). <i>Responsible Officer: Manager Community & Recreation Services</i>	 90%	Aussie Night Markets successfully returned for one session after the winter lay-off and regular events such as St Ives Show Society Winter and Spring Horse Shows, St Ives Orchid Fair, The Wildflower Art and Garden Festival, Oxfam Trailwalker Event, Warringah Dressage, Council Waste Collection and Northside Budgerigar Society Show all attracted good patronage. Our major event was the fourth St Ives Medieval Faire which attracted the best attendance yet (more than 17,000 patrons) and significant media coverage. Weber's circus also had a successful two-week season.
C2.1.1.2.2	Promote cultural events to the whole community via Council's communication methods e.g. social media and website. <i>Responsible Officer: Manager Corporate Communications</i>	 50%	Council's website - offered promotion of Council and community events through the major events section, the homepage and What's On calendar on the website. Social media - promoted upcoming Council events through Facebook (posted up to twice per day), Twitter (multiple times per day), LinkedIn (a few times a week) and Instagram (a few times a week) took place. Council's social media platforms successfully promoted a large number of events, seminars, programs, workshops, forums and exhibitions. E-newsletters - the monthly Ku-ring-gai E-news and department e-newsletters (Sustainability, Business, Youth, Art Centre, Wildflower Garden and Library) promoted upcoming events.
C2.1.1.2.3	Promote opportunities for cultural groups to stage events consistent with Council's sponsorship policy. <i>Responsible Officer: Director Community</i>	 100%	Completed previous reporting period.

Issue: Community Participation



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

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

Critical Action

Code	Description	Progress	Comments
C3.1.1.1	Enhance opportunities for social interaction to foster participation and encourage a sense of pride in the community. <i>Responsible Officer: Director Community</i>	 50%	Opportunities to foster participation in the community during the period included: * Three (3) citizenship ceremonies * The Mayor's Volunteer Christmas Party * The Chanukah Lighting of the Menorah * Various library activities.


Operational Plan Tasks

Code	Description	Progress	Comments
C3.1.1.1.1	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. <i>Responsible Officer: Manager Corporate Communications</i>	 50%	The community events team successfully delivered three (3) citizenship ceremonies in July, August and October with an average of 70 people. The Mayor's Volunteer Christmas Party was held in December at the Wildflower Garden, St Ives with over 90 people attending, an increase from the previous year due to a new list of volunteers being invited. The Chanukah Lighting of the Menorah event was held on 19 December in Council Chambers from 12.30pm – 1pm as a new day time event having previously been held at night.
C3.1.1.1.2	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. <i>Responsible Officer: Manager Library & Cultural Services</i>	 50%	The Library showcased selected areas of its collection to highlight in changing displays. Each display theme also reflected the values and interests of the community, resulting in the books flying off the shelves as they caught people's interest. Displays were co-ordinated with current events, anniversaries and times of the year as well as particular areas of interest from the collection. These included: * A bilingual display of newly acquired Chinese/ English language books was mounted and a favourite series "The Wimpy Kid" featured prominently and a display for the Chinese readership was one based on popular Chinese authors. * The environment featured strongly with displays on "No Plastic July" amongst others. This display was developed in association with Council's Environment team.




			<ul style="list-style-type: none"> * The Secret Garden featured in displays with cooking with herbs the result of the successful propagation of a variety of herbs by Council staff. * Spring was celebrated with information about the garden, planting, housecleaning, spiritual renewal and other themes associated with the change of season. * A popular fondant making display was held in conjunction with a fondant workshop. * The Medieval Faire was promoted and information from the collection on castles, history and life experiences in this time period was displayed. * Breast cancer awareness week was another display used to help educate and support the community.
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Critical Action


Code	Description	Progress	Comments
C3.1.1.2	Facilitate and promote community safety and social initiatives. <i>Responsible Officer: Director Community</i>	 50%	Council continued to facilitate and promote community safety and social initiatives through its representation on the Ku-ring-gai Local Area Command (LAC) Community Safety Committee and by committing to an annual grant to fund the removal of graffiti with Turramurra Rotary.

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>	 50%	<p>Council representatives have attended the Ku-ring-gai Local Area Command (LAC) Community Safety Committee meetings and have implemented all relevant actions. Council has recently resolved to nominate new members to the Ku-ring-gai LAC Community Safety Committee and North Shore LAC Community Safety Precinct Committee.</p> <p>Council entered into a Memorandum of Understanding with Turramurra Rotary to remove graffiti and will provide an annual grant of \$12,000 for the next five years to resource this project. A number of Rotary Clubs are also involved in the Graffiti Removal Project including Wahroonga, Turramurra, Lindfield, St Ives and Roseville.</p>

Term Achievement: Volunteers are valued, recognised and supported in providing services to the community.


Critical Action

Code	Description	Progress	Comments
C3.1.2.1	Volunteer programs are developed and implemented across the local government area. <i>Responsible Officer: Director Community</i>	 50%	During the reporting period Council continued to promote, implement and support existing volunteer programs across the Ku-ring-gai local government area (LGA). These programs are highly successful with outstanding benefits for the community.


Operational Plan Tasks

Code	Description	Progress	Comments
C3.1.2.1.1	Facilitate new opportunities for Commonwealth Home Support Program (CHSP) volunteering by the community to achieve community goals. <i>Responsible Officer: Manager Community Development</i>	 50%	The promotion of volunteering continued through printed material, electronic media and attendance at Council-run events and expos. Volunteering was highlighted in the updated "Seniors Out and About in Ku-ring-gai" brochure and in the "Well-being of Seniors' in Ku-ring-gai" survey. Volunteers were referred by Ku-ring-gai Hornsby Volunteer Service to local community organisations to support the provision of their programs. During the reporting period 129 enquiries regarding volunteering opportunities were received with potential volunteers being offered volunteering roles with the Commonwealth Home Support Program or National Disability Insurance Scheme or other community organisations, appropriate to their interests, skills, availability and age.
C3.1.2.1.2	Deliver community environmental volunteering program. <i>Responsible Officer: Manager Environment & Sustainability</i>	 50%	There are currently 683 community volunteers working on 149 Bushcare/ Streetcare/ Parkcare sites and at the community nursery, who in the past six (6) months have contributed 6,830 volunteer hours improving the environment of Ku-ring-gai. In November 2017 a Christmas party was held for the volunteers with 90 attendees. Council's Green Army 'trainees' have completed a number of environmental projects across Ku-ring-gai, with this program now coming to a close.


Critical Action

Code	Description	Progress	Comments
C3.1.2.2	Volunteers are supported through training and participation. <i>Responsible Officer: Director Community</i>	 50%	During the reporting period Council continued to provide support to volunteers through the allocation of funding for volunteer and Volunteer Coordinator training for training programs including dementia care, mental illness awareness, boundaries for volunteers and diversity and communication.


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>	 50%	<p>Funding for volunteer and volunteer coordinator training was been confirmed for the following training programs this financial year:</p> <ul style="list-style-type: none"> * Dementia care * Mental illness awareness * Boundaries for volunteers * Diversity and communication <p>Training DVDs covering manual handling, food handling , understanding ageing, dealing with behaviours of concern are still being used by local Commonwealth Home Support Program organisations in their volunteer induction programs.</p> <p>The Commonwealth Home Support Program funded organisations were also assisted to respond comprehensively to a Commonwealth Department of Health discussion paper on the future reforms of the aged home support program. Volunteer Coordinators were offered extensive information on the key concepts of 'wellness/ re-ablement' and independence with further induction training to be provided to volunteers on these topics.</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>	 50%	<p>Council notified community organisations within Ku-ring-gai of the Premier's Volunteer Recognition Program and encouraged these organisations to nominate volunteers for their contributions to the service.</p> <p>Council also nominated Ku-ring-gai volunteers in various categories for the NSW Volunteer of the Year Awards and distributed appreciation gifts at the Mayor's Volunteer Christmas party.</p>

Operational Plan Tasks


Code	Description	Progress	Comments
C3.1.2.3.1	<p>Volunteers are recognised and rewarded for their efforts.</p> <p>Responsible Officer: <i>Manager Community Development</i></p>	 50%	<p>Community organisations in Ku-ring-gai were notified of the Premier's Volunteer Recognition Program and encouraged to nominate their volunteers for this important recognition of community service. The NSW Volunteer of the Year Awards were held in Northbridge and Castle Hill, with Ku-ring-gai volunteers nominated in all categories which included adult, senior, youth and volunteer groups.</p> <p>Pens and calendars promoting volunteering and volunteer opportunities were distributed through local organisations as appreciation gifts including at the Mayor's Volunteer Christmas Party. Funding for volunteer promotional activities in 2018 has been confirmed and planning is in process for appreciation events in 2018 including a free 'Movie and Supper' evening at Roseville Cinema.</p>

Issue: Health Lifestyles




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


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

Critical Action

Code	Description	Progress	Comments
C4.1.1.1	<p>Programs are delivered in collaboration with agencies and partners to encourage healthy and active lifestyles.</p> <p>Responsible Officer: <i>Director Community</i></p>	 63%	<p>From July - December 2017 Active Ku-ring-gai saw an increase of 12 participants to a total of 188 which is a record high for 2017. Most programs (Yoga, Tai Chi, Pilates and Gym Without Walls) experienced the same amount of registrations or a growth in numbers throughout this period.</p> <p>The walking groups increased by 10 walkers to a total of 175 registrants across our 3 walking programs. In term 4 2017, evening Pilates and Gym Without Walls classes were introduced on a Monday as an overflow option for the full morning classes. These evening classes have potential for future growth going into 2018.</p> <p>Future opportunities in 2018 within Active Ku-ring-gai include building up the tennis program once again and continuing on with initiatives for active classes catered for children ages 6-17 such as junior golf and youth table tennis competitions.</p> <p>Risk assessments have also been conducted for mountain biking and abseiling/ rock climbing/ bouldering activities in Natural Areas. More healthy lifestyle programs and events will be scheduled with the Centre Manager and the Health and Fitness Co-ordinator at the Ku-ring-gai Fitness and Aquatic Centre.</p>


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>	 90%	<p>From July - December 2017 Active Ku-ring-gai saw an increase of 12 participants to a total of 188 which is a record high for 2017. Most programs (Yoga, Tai Chi, Pilates and Gym Without Walls) experienced the same amount of registrations or a growth in numbers throughout this period.</p> <p>The walking groups increased by 10 walkers to a total of 175 registrants across our 3 walking programs.</p> <p>In term 4 2017, evening Pilates and Gym Without Walls classes were introduced on a Monday as an overflow option for the full morning classes. These evening classes have potential for future growth going into 2018.</p> <p>Future opportunities in 2018 within Active Ku-ring-gai include building up the tennis program once again and continuing on with initiatives for active classes catered for children ages 6-17 such as junior golf and youth table tennis competitions.</p>
C4.1.1.1.2	<p>Develop and implement sports programs in co-operation with or by supporting local sporting clubs and providers.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	 90%	<p>The Hassell Park centre wicket was closed during the winter to summer changeover period (August/ September) in order to upgrade the wicket. Contributions were made by St Ives Junior Cricket, HKHDCA and Council to fund this project and ensure a safer/ higher quality playing surface for the upcoming cricket season and future year(s). The pitch is now fully operational for community and sporting groups.</p> <p>The new North Turramurra Recreation Area (NTRA) turf fields were used for the first time for Cricket during this period with access to four (4) new cricket nets and a centre wicket. The main users of this field will be St Ives Junior Cricket (weekday training) and HKHDCA (weekend club/representative playing fixtures). The addition of this venue has taken pressure of ground(s) such as Hassell Park and Bannockburn Oval which was host to Northern Suburbs Athletics this season on Saturday afternoon(s) due to the closure of their regular venue over the spring months.</p> <p>Loyal Henry Tennis Courts (line marking and resurfacing) and The Glade Tennis Courts (fencing) were closed during this period in order for capital upgrades which will improve the venues for future training and competition use for schools, coaches and casual users. Works at both sites have now been completed.</p>
C4.1.1.1.3	<p>Implement priority actions from the Recreation in Natural Areas Strategy.</p> <p>Responsible Officer: <i>Manager Environment & Sustainability</i></p>	 46%	<p>As part of the review of the Unstructured Recreation in Bushland Strategy (to be re-named the Unstructured Recreation in Natural Areas Strategy), risk assessments have been conducted for mountain biking and abseiling/ rock climbing/ bouldering activities in the local government area. In addition, an ecological assessment is about to be conducted to assess the feasibility of formally re-opening parts of the informal Warrimoo downhill mountain bike trail network, which was recently closed.</p>



C4.1.1.1.4	<p>Monitor and report on healthy lifestyle programs at the Ku-ring-gai Fitness and Aquatic Centre.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	 25%	<p>More healthy lifestyle programs and events will be scheduled with the Centre Manager and the Health and Fitness Co-ordinator in 2018.</p> <p>Reason</p> <p>Future sessions are to be scheduled in 2018.</p> <p>Remedial Action</p> <p>Meetings/ discussions between Council and YMCA will commence shortly.</p>
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Term Achievement: New and enhanced open space and recreational facilities have been delivered to increase community use and enjoyment.




Critical Action

Code	Description	Progress	Comments
C4.1.2.1	<p>Continue to deliver the objectives of Council's Open Space Strategy and Open Space Acquisition Strategy.</p> <p>Responsible Officer: <i>Director Strategy & Environment</i></p>	 40%	<p>During the reporting period a number of elements contributing to the Open Space Strategy were carried out. They include:</p> <ul style="list-style-type: none"> * Council submission to participate in the first round of the NSW Government's Land Negotiation Program (LNP). * Liaising with the Office of Strategic Lands (OSL) on the proposed transfer of 84 hectares of land to Council. * Progressing the delivery of new parks and town squares in Lindfield and Turramurra as part of major projects. * Recommencing planning for the Gordon Civic Hub. * A new park was created in Turramurra next to the rail station called Turramurra Railway Gardens. * Incorporating passive recreation activities in the designs for numerous parks, playgrounds and reserves. * Upgrades to tennis and basket ball courts. <p>Reason</p> <p>Land acquisitions and the construction a Regional Playground at St Ives Showground have been delayed due to the need to carry out further environmental investigations or for reasons outside of Council control.</p> <p>Remedial Action</p> <p>Continue to progress projects and programs.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
C4.1.2.1.1	<p>Undertake strategic land acquisitions.</p> <p>Responsible Officer: <i>Manager Integrated Planning Property & Assets</i></p>	 25%	<p>In September 2017 Council staff made a submission to participate in the first round of the NSW Government's Land Negotiation Program (LNP). The LNP sought expressions of interest from local government authorities and aboriginal land councils seeking to participate in the transfer of Crown Land currently under care, control and management and/or reserve trust management.</p> <p>Additionally, Council staff continued to liaise with the Office of Strategic Lands (OSL) on the proposed transfer of some 37 parcels of land totalling 84 hectares to Council. The OSL is to provide further land information (encumbrances, native title issues, encroachments etc) in respect of the lands to properly inform Council of all issues, ramifications and financial impacts of the lands to be acquired. OSL has committed to provide further information and to phase in the transfers so lands are only transferred once any encumbrances are resolved.</p> <p>Council staff followed up the matter on 15 November 2017 but there has been no substantive response from OSL.</p> <p>Reason</p> <p>In December 2017, Council staff were advised that the expression of interest (EOI) was not successful at the present time as priority has been given to councils participating with aboriginal land councils.</p> <p>In relation to the transfer of lands from the OSL progress is solely reliant on OSL providing Council with the information required. Council is unable to advance the project without OSL input.</p> <p>Remedial Action</p> <p>Progressively follow up the OSL and take advantage of opportunities to participate in the Crown Land reforms.</p>
C4.1.2.1.2	<p>Implement and monitor the Ku-ring-gai Open Space Acquisition Strategy.</p> <p>Responsible Officer: <i>Manager Urban Planning</i></p>	 50%	<p>During the reporting period work has progressed on the delivery of new parks and town squares in Lindfield and Turramurra as part of major projects. Planning for the Gordon Civic Hub has recommenced.</p> <p>A new park was created in Turramurra next to the rail station called Turramurra Railway Gardens. Council undertook works to remove fencing and build paths to allow public access. Landscape works have also been undertaken.</p> <p>The design for a new park in Duff Street, Turramurra is proceeding following community consultation early in the next quarter.</p>




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>	 50%	<p>Design principles incorporating passive recreation activities have been included in the proposed designs for St Ives Village Green new recreation precinct, Annie Forsyth Wyatt Garden, Bicentennial Park Golden Grove Playground, Gordon Recreation Ground, Claude Cameron Grove dog off-leash area, St Ives Showground Regional Inclusive Playground, Lindfield Soldiers Memorial Park Playground, Morona Avenue Reserve Playground, Turramurra Memorial Park dog off-leash area and the new park at Allan Avenue Turramurra.</p>
C4.1.2.1.4	<p>Construct parks which include features to facilitate passive recreation activities, at identified locations.</p> <p>Responsible Officer: <i>Manager Strategic Projects</i></p>	 50%	<p>The Mall Upgrade (phase 2) - progressed well and will be completed on schedule in March 2018.</p> <p>Park Avenue Playground (phase 2) - construction works progressed well and was completed slightly ahead of schedule in December 2017.</p> <p>Swain Gardens (retaining wall and disability parking) - work was completed on schedule in September 2017.</p> <p>Annie Forsyth Wyatt Garden (upgrade) - tenders for construction were called but unsuccessful. A new tender package is being prepared.</p> <p>Hassel Park Cricket Wicket (upgrade) - all work completed on schedule by October 2017.</p> <p>Golden Grove Playground (rebuild) - the tender for construction was awarded and works are presently on schedule to allow the site to be reopened at the end of March 2018.</p> <p>East Lindfield Shops (landscape upgrade) - quotation documentation complete, works awarded with on-site work planned for commencement in January 2018 and completion planned for March 2018.</p> <p>The Glade Tennis Courts (upgrade) - works progressed well and were completed as per schedule on 31 October 2017.</p> <p>Loyal Henry Tennis Courts (upgrade) - works progressed well and were completed as per schedule on 31 October 2017.</p> <p>Queen Elizabeth Basket Ball Area (upgrade) - works progressed well and were completed as per schedule on 18 October 2017.</p>
C4.1.2.1.5	<p>Construct a Regional Playground at St Ives Showground.</p> <p>Responsible Officer: <i>Manager Strategic Projects</i></p>	 25%	<p>This project has undergone further environmental review and design development to address arboriculture and hydraulic issues. Further arboriculture and hydraulic investigations will be undertaken and project documentation for the tender is ongoing.</p> <p>Reason</p> <p>This project has been delayed due to additional environmental, drainage and traffic considerations which have contributed to project scope creep and a budget/ funding review.</p> <p>Remedial Action</p> <p>The design development and project documentation for the tender is now well advanced and is scheduled to be released early in the fourth quarter.</p>

Issue: Community Health and Safety



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

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


Critical Action

Code	Description	Progress	Comments
C5.1.1.1	<p>Implement accessibility improvement actions from the Pedestrian Access and Mobility Plan Policy (PAMP) and Crime Prevention Through Environmental Design (CPTED) principles.</p> <p>Responsible Officer: Director Strategy & Environment</p>	 50%	<p>In draft form, the Pedestrian Access and Mobility Plan (PAMP) continued to provide guidance on the provision of pedestrian facilities to improve accessibility, and reduce severance caused by barriers such as arterial roads and railways.</p> <p>Crime prevention through environmental design (CPTED) principles have been incorporated into the concept designs and construction documentation of projects including Allan Avenue Park, Koola Park, Gordon Recreation Ground and Robert Pymble Park.</p>




Operational Plan Tasks




Code	Description	Progress	Comments
C5.1.1.1.1	<p>Crime prevention through environmental design (CPTED) principles are incorporated into the design and construction of Council's capital works projects.</p> <p>Responsible Officer: Manager Strategic Projects</p>	 50%	<p>Crime prevention through environmental design (CPTED) principles have been incorporated into the concept designs and construction documentation of projects including Allan Avenue Park, Koola Park, Gordon Recreation Ground and Robert Pymble Park.</p>
C5.1.1.1.2	<p>Progressively implement the Pedestrian Access and Mobility Plan (PAMP) recommendations.</p> <p>Responsible Officer: Manager Traffic & Transport</p>	 50%	<p>In draft form, the Pedestrian Access and Mobility Plan (PAMP) continued to provide guidance on the provision of pedestrian facilities to improve accessibility, and reduce severance caused by barriers such as arterial roads and railways. 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"> - Continued planning for new connections between Pacific Highway and 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). - Continued planning pedestrian (and bicycle) provision on new bridge over railway between Ray Street and Rohini Street Turrumurra (early planning phase).

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: Director Development & Regulation</p>	 45%	<p>This program is slightly behind schedule for food shop inspections due to ongoing staff shortages.</p> <p>Reason</p> <p>The inspection program is behind schedule due to the resignation of a senior officer and delay in recruiting a replacement, coupled with commitments to staff Annual Leave. It is anticipated that the program will catch up by year end.</p> <p>Remedial Action</p> <p>A temporary officer is providing assistance during the recruitment period. It is anticipated that the program will be completed by end of financial year.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
C5.1.1.2.1	<p>Implement Council's adopted Companion Animals Management Plan 2017-2020.</p> <p>Responsible Officer: Manager Compliance & Regulation</p>	 50%	<p>Set outcomes have been met in relation to Ku-ring-gai Council's adopted Companion Animals Management Plan 2017-2020 and in accordance with Council's Compliance Policy. The overall registration rate of companion animals in Ku-ring-gai remains at the high figure of 95%. The consistent registration rates can be contributed to the ongoing unregistered animal audits and the education program which encourages owners to register their pets and continually update their details. Council received 231 complaints in relation to companion animals. Council received 22 complaints in relation to dog attacks, 69 barking dog complaints, 23 request for dog pick-up and 21 for dogs roaming. Council Regulatory Team issued four (4) penalty notices for various offences equating to \$1,450.</p>
C5.1.1.2.2	<p>Ensure all buildings and multi occupancy residential buildings are compliant with Council's annual fire safety program.</p> <p>Responsible Officer: Manager Compliance & Regulation</p>	 50%	<p>Council's fire safety program has progressed well this reporting period. Reminders and follow up letters have been sent to all stakeholders within Council's register during the period to submit annual fire safety statements and a total of 31 fire safety Orders have been issued for non-compliance with fire safety provisions. A total of \$24,000 in penalties have been issued for non-compliance.</p> <p>Council continues with its audit program of residential flat buildings constructed since 2005 to determine if they have non-complying external cladding installed. Council is continuing to work with building owners and Fire and Rescue NSW in this regard.</p>
C5.1.1.2.3	<p>Maintain corporate response service and proactive monitoring of construction sites.</p> <p>Responsible Officer: Manager Compliance & Regulation</p>	 50%	<p>Council's Development Compliance Officers have undertaken investigations of breaches of the <i>Environmental Planning and Assessment Act, 1979</i> within the required timeframe and have issued \$291,000 penalty infringement notices for non-compliances during the period relating to 95 breaches.</p>


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. Responsible Officer: <i>Manager Compliance & Regulation</i>	 50%	Council continues to undertake inspections, issue Orders, issue Certificates of Compliance and noncompliance and deal with complaints pursuant to the <i>Swimming Pools Act, 1992</i> . During the period Council undertook over 200 inspections, issued 84 Directions (Orders), Council issued 79 Certificate of Compliances and private E1 Certifiers during the same period issued 371. 73 Notices from private E1 Certifiers were received by Council during the period and Council follows up with regulatory action to ensure compliance.
C5.1.1.2.5	Implement food safety protection programs in accordance with joint NSW Food Authority Agreement. Responsible Officer: <i>Manager Compliance & Regulation</i>	 20%	During the reporting period, Council officers attended to complaints and conducted inspections. A total of 29 food shop inspections were completed and 34 food shop complaints investigated. Reason Resourcing during the period impacted on the number of inspections officers were able to complete. Remedial Action A new Coordinator commenced in the second half of the reporting period which will improve the number of inspections being able to be undertaken in the second half of the year so as to achieve compliance with the task.
C5.1.1.2.6	Maintain Council's register and responsibilities for managing regulated premises. Responsible Officer: <i>Manager Compliance & Regulation</i>	 50%	Council's register was maintained and is up to date with reports being submitted to NSW Health as required.

Issue: Housing Choice and Affordability

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

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



Critical Action

Code	Description	Progress	Comments
C6.1.1.1	Investigate opportunities/locations to provide a range of housing choices. Responsible Officer: <i>Director Strategy & Environment</i>	 40%	Council has made a detailed submission on the Draft District Plan and the Plans for Greater Sydney 2056. Reason As part of the Local Centres master planning, in particular Gordon, a detailed review of council's community facilities strategy has been required to strategically manage council's land holdings and the potential sites for additional housing.




			<p>Remedial Action</p> <p>A review of Council's Community Facility Strategy has commenced as part of a broader funding package for the major projects.</p>
Challenges			
Planning to provide strategic sustainable funding sources for future Council facilities.			

Operational Plan Tasks

Code	Description	Progress	Comments
C6.1.1.1.1	<p>Analyse and monitor Council land holdings available for potential development.</p> <p><i>Responsible Officer: Manager Urban Planning</i></p>	 <p>30%</p>	<p>Planning for Council land in Gordon has commenced. Land use scenarios have been prepared and Jones Lang LaSalle were engaged to undertake a preliminary feasibility assessment of the options. A Council report has been prepared however this has been deferred due to uncertainties relating to funding of community facilities.</p> <p>Reason</p> <p>Council reporting has been deferred due to uncertainties relating to funding of community facilities.</p> <p>Remedial Action</p> <p>A review of Council's Community Facility Strategy has commenced as part of a broader funding package for the major projects.</p>
C6.1.1.1.2	<p>Monitor housing choice in Ku-ring-gai local government area.</p> <p><i>Responsible Officer: Manager Urban Planning</i></p>	 <p>50%</p>	<p>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.</p>

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


Critical Action

Code	Description	Progress	Comments
C6.1.2.1	<p>Council investigates and explores opportunities to develop partnerships with stakeholders to provide affordable housing choices.</p> <p><i>Responsible Officer: Director Strategy & Environment</i></p>	 <p>50%</p>	<p>The affordable housing components of the Revised Draft North District Plan have been reviewed and a submission made to the Greater Sydney Commission.</p> <p>The analysis of the 2016 census data has continued and will assist in preparing strategies/ models for the provision of affordable housing choices in Ku-ring-gai.</p>

Key Achievements


As part of the Revised Draft North District Plan Council made a submission on affordable housing to the Greater Sydney Commission.

Operational Plan Tasks

Code	Description	Progress	Comments
C6.1.2.1.1	Investigate strategies and models that will assist the provision of affordable housing choices in Ku-ring-gai local government area consistent with North District Plan. <i>Responsible Officer: Manager Urban Planning</i>	 50%	The affordable housing components of the Revised Draft North District Plan have been reviewed and comments included in Council's submission on the draft plan. The analysis of the 2016 census data has continued and will assist in preparing strategies/ models for the provision of affordable housing choices in Ku-ring-gai.

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


Critical Action

Code	Description	Progress	Comments
C6.1.3.1	Plans encourage enhanced adaptability to allow for ageing in place. <i>Responsible Officer: Director Strategy & Environment</i>	 50%	Council's Development Control Plans have design components and principles to encourage enhanced adaptability to allow for ageing in place.

Key Achievements

Housing diversity, adaptability and affordability is increased to support the needs of a changing community

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>	 50%	Staff continued to monitor principles of adaptability in Council's planning policies. This has included a review of accessibility issues raised in recent Land and Environment Court cases and researching examples of best planning practice with regard to accessibility.

Issue: Emergency Management

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

Term Achievement: Plans are developed in partnership with emergency service agencies and key stakeholders and implemented.




Critical Action

Code	Description	Progress	Comments
C7.1.1.1	In conjunction with State agencies and key stakeholders develop, review and implement Emergency Management Plans. <i>Responsible Officer: Director Operations</i>	 50%	The Hornsby Ku-ring-gai Local Emergency Management Committee (LEMC) has developed the Emergency Management Plan (EMPLAN) and the final draft has been referred to the Regional Emergency Management Committee for comments. Consequence Management Guides to be finalised before next quarter. This document is a result of collaboration between Hornsby and Ku-ring-gai Councils and all members of the LEMC.

Key Achievements


Completion of final draft of EMPLAN.

Operational Plan Tasks


Code	Description	Progress	Comments
C7.1.1.1.1	Implement and report on the Bush Fire Risk Management Plan, in consultation with the Hornsby Ku-ring-gai Bush Fire Management Committee. <i>Responsible Officer: Manager Open Space Operations</i>	 50%	Council staff are an active part of the committee and all achievements against the Bushfire Risk Management Plan are reported through the Rural Fire Service BRIMS information management program. Regular attendance to fuel management committee meetings is also undertaken.
C7.1.1.1.2	Complete fire trail, fire break and hazard reduction maintenance programs. <i>Responsible Officer: Manager Open Space Operations</i>	 50%	Councils fire trail, fire break and hazard reduction maintenance programs have been completed in accordance with maintenance schedules and in line with the Hornsby Ku-ring-gai Bushfire Risk Management Plan. Hazard reduction burns have been limited due to unfavourable environmental conditions.
C7.1.1.1.3	Provide input into Emergency Management Plan (EMPLAN). <i>Responsible Officer: Director Operations</i>	 50%	EMPLAN has been completed and final version submitted to Regional Emergency Management Committee for endorsement.



Critical Action

Code	Description	Progress	Comments
C7.1.1.2	<p>Develop Floodplain Risk and Storm Management Plans for local catchments.</p> <p>Responsible Officer: <i>Director Strategy & Environment</i></p>	 50%	In accordance with the NSW Government's Floodplain Development Manual, flood risk management studies and plans are currently being developed for the Blackbutt Creek and Lovers Jump Creek catchment areas. 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>Manager Environment & Sustainability</i></p>	 50%	Two flood risk management studies and plans are currently being developed for the Blackbutt Creek and Lovers Jump Creek catchment areas. The progress of these studies was reported to the Flood Risk Management Committee at their meeting on 14 November 2017, which included a presentation on the preliminary flood risk management options identified for the Blackbutt Creek catchment area.


Theme: Natural Environment

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


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

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

Critical Action


Code	Description	Progress	Comments
N1.1.1.1	Expand communication mechanisms and channels to broaden community outreach and participation. <i>Responsible Officer: Director Strategy & Environment</i>	 50%	Subscriber numbers continue to grow for Council's sustainability e-news, What's On Calendar, Loving Living Ku-ring-gai Facebook page, Twitter account and Envirotube channel, and a variety of print and email communications continue to broaden community outreach and participation in Council's 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>	 50%	Council continued to successfully engage with the Ku-ring-gai community on environmental and sustainability issues, particularly through its use of social media and electronic platforms. Council's Loving Living Ku-ring-gai Facebook page now has 2,852 followers and in the last six months posts on this page registered 276,149 impressions in the feeds of its followers and were clicked on 2,945 times. The Loving Living Ku-ring-gai Twitter account has 567 followers. The Envirotube channel on YouTube now has 1,134 subscribers and the videos on the channel have registered 345,030 views. The monthly sustainability e-news now has 2,427 subscribers who clicked on articles 1,421 times between July and December 2017, whilst Council's Environment and Sustainability web pages recorded 15,752 unique visits.




Term Achievement: Increased community action that benefits the environment.

Critical Action

Code	Description	Progress	Comments
N1.1.2.1	<p>Development of environmental resources, tools and targeted education programs for a range of user groups.</p> <p>Responsible Officer: Director Strategy & Environment</p>	 45%	<p>Council's environmental education programs continue to attract a broad range of user groups. These programs include the Bush Kids Holiday program, Bush Kids birthday parties, school excursion and vacation care programs, the Toddlers and Tadpole program, the Junior Ranger program, the Loving Living Ku-ring-gai events program, the Greenstyle home sustainability and garden advice program, the Compost Revolution program, the Better Business Partnership program, the Wild Things program, and the Smart suite of programs (Energy Smart Savers, Water Smart, Smart Homes and Smart Units). Results from a survey to residents who participated in Council's 2016/17 Loving Living Ku-ring-gai program (95 respondents) showed that through participation: 76% of respondents increased their knowledge of environmental or sustainability issues, 66% increased their well being through a connection to nature; 62% of respondents increased their awareness of the impacts of their actions; 56% of respondents spoke to others about the issues covered; and 51% improved their connectedness to their community by meeting other like-minded people. In total, respondents undertook 402 different actions to benefit the local environment as a result of attending one or more Loving Living Ku-ring-gai event, specifically: 72 biodiversity related actions; 102 energy related actions; 38 water related actions; 29 bushfire related actions; and 161 general lifestyle / home sustainability related actions. In addition, 190 actions were undertaken by residents as a result of receiving tailored advice through a Greenstyle visit.</p> <p>Reason</p> <p>Timeframes have been adjusted for Council's Special Rate Variation application to IPART for the permanent continuation of the Environmental Levy (from February 2018 to February 2019).</p> <p>Remedial Action</p> <p>Council's Special Rate Variation application to IPART for the permanent continuation of the Environmental Levy will be submitted in February 2019.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
N1.1.2.1.1	<p>Develop and deliver programs, resources and demonstration sites for the community and visitors at the Wildflower Garden.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	 <p>80%</p>	<p>During the period July – December 2017 Council continued to develop environmental resources and programs for schools and young people. The Bush Kids School Holiday programs, Pre-school and After- School programs and Bush Birthday Parties have proved extremely popular. New programs were introduced to Spring and Summer Holiday programs. The Dampier's Clearing Picnic Ground was refurbished which resulted in higher use for excursions. A bid has been put in to refurbish Bidwell's Clearing which would provide another area to conduct programs. The Seeds of Learning Garden adjacent to the cottage has been re-vamped with new animal enclosures making it a much more effective resource.</p>
N1.1.2.1.2	<p>Deliver environmental resources and programs for residents.</p> <p>Responsible Officer: <i>Manager Environment & Sustainability</i></p>	 <p>50%</p>	<p>In the six month period to December 2017, Council's Loving Living Ku-ring-gai program delivered a range of community workshops on topics including attracting small birds to your garden, composting and worm farming, plastic and waste reduction, native plant ID, discovering your local plants, Aussie backyard birds, ticks, plant propagation, gift wrapping with cloth, native snails, bamboo creations, soap making and sustainable toys for pets. In addition, a number of nature walks were held as well as an inaugural sustainable food & wine night, in conjunction with the Better Business Partnership program. These events attracted 841 participants. A popular Flying-fox educational fly-out event was also held in November, attracting 67 residents and their families, whilst National Tree Day attracted 120 participants. Through the Greenstyle program, 21 home garden advice visits and 17 home sustainability advice visits were conducted. Compost Revolution saw 264 residents engaged via the program's website and online tutorials, with 42 compost bins and 14 worm farms distributed to residents. The Wild Things program distributed 53 native bee hives to residents in Ku-ring-gai and sold a further 125 hives outside Ku-ring-gai. Through the Community Small Grants Scheme, a total of 14 small grants were awarded for local environmental projects, totalling \$46,700.</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>50%</p>	<p>The Better Business Partnership (BBP) program continued to provide a valuable sustainability advice service to small and medium businesses in Ku-ring-gai. Between July and December 2017, a total of 9 new Ku-ring-gai businesses became members of the BBP program, bringing total membership to 269. In this six (6) month period 20 businesses were appraised for their energy, water and waste performance; of these 10 were new members and 10 were re-appraisals for existing members. Two businesses received a waste audit and two an energy audit.</p>


<p>N1.1.2.1.4</p>	<p>Develop and deliver environmental resources and programs for schools, children and young people.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	<p> 90%</p>	<p>From July - December 2017 Council conducted the following programs and activities:</p> <ul style="list-style-type: none"> - 29 Bush Kids School Holiday Program with 689 participants attending yielding \$21,745 revenue - 82 Bush Birthday Parties with 1797 participants = \$22,580 revenue - 23 School Excursions featuring 987 registrations = \$11,845 revenue - 7 Vacation Care programs with 271 children in attendance - 38 Toddlers & Tadpoles programs producing 972 registrations and \$8,032 in revenue - 19 Junior Ranger Club activities with 520 people and \$5,196 revenue.
<p>N1.1.2.1.5</p>	<p>Conduct a comprehensive consultation program for Council's Special Rate Variation application for the permanent continuation of the Environmental Levy.</p> <p>Responsible Officer: <i>Director Strategy & Environment</i></p>	<p> 0%</p>	<p>A community consultation program for Council's Special Rate Variation application for the permanent continuation of the Environmental Levy has been designed.</p> <p>Reason</p> <p>Time frames have been adjusted for Council's Special Rate Variation application to IPART for the permanent continuation of the Environmental Levy (from February 2018 to February 2019), affecting the time frames for the community consultation program.</p> <p>Remedial Action</p> <p>The community consultation program for Council's Special Rate Variation application for the permanent continuation of the Environmental Levy will be delivered between July and November 2018.</p>
<p>N1.1.2.1.6</p>	<p>Prepare a Special Rate Variation application under section 508(2) of the <i>Local Government Act, 1993</i> for the permanent continuation of the Environmental Levy.</p> <p>Responsible Officer: <i>Director Strategy & Environment</i></p>	<p> 0%</p>	<p>No progress has been made on this task.</p> <p>Reason</p> <p>Timeframes have been adjusted for Council's Special Rate Variation application to IPART for the permanent continuation of the Environmental Levy (from February 2018 to February 2019).</p> <p>Remedial Action</p> <p>Council's Special Rate Variation application to IPART for the permanent continuation of the Environmental Levy will be submitted in February 2019.</p>

Issue: Natural Areas

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

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


Critical Action


Code	Description	Progress	Comments
N2.1.1.1	<p>Implementation of Bushland Reserves Plan of Management.</p> <p><i>Responsible Officer: Director Operations</i></p>	 25%	<p>The Bushland Reserves Plan of Management was steadily progressed throughout the reporting period. The 10-Year Site Management and Roosting Habitat Plan for the Ku-ring-gai Flying Fox Reserve (KFFR) was completed. Other Site management plans progressed during the period included the Glade, Auluba Reserve, Clive Evatt and Turiban Reserve, all through Biobanking proposals.</p> <p>Reason</p> <p>The development of a Ku-ring-gai Natural Areas Plan of Management (to replace Council's current Bushland Reserves Plan of Management) is recommended to be deferred to 2018/19 due to competing work priorities.</p> <p>Remedial Action</p> <p>Work will continue on implementation of the existing plan and site specific plans until next financial year.</p>

Challenges


Competing priorities and community expectation for specific reserves such as Warrimoo Coastal Upland Swamp and Ku-ring-gai Flying Fox Reserve.

Operational Plan Tasks


Code	Description	Progress	Comments
N2.1.1.1.1	<p>Implement priority actions in the Bushland Reserves Plan of Management.</p> <p><i>Responsible Officer: Manager Environment & Sustainability</i></p>	 50%	<p>Priority actions from the Ku-ring-gai Bushland Reserves Plan of Management continue to be implemented, including bush restoration activities and the development of site specific management plans. A 10-Year Site Management and Roosting Habitat Plan for the Ku-ring-gai Flying-fox Reserve (KFFR) was recently completed, in consultation with a stakeholder advisory group. Council continued to update its records of threatened flora and fauna and has recently expanded its recording procedure to incorporate a digital application that enables staff to more effectively capture species and habitat records.</p>

N2.1.1.1.2	Develop a Ku-ring-gai Natural Areas Plan of Management. Responsible Officer: <i>Manager Environment & Sustainability</i>	 25%	No progress has been made on this task. Reason The development of a Ku-ring-gai Natural Areas Plan of Management (to replace Council's current Bushland Reserves Plan of Management) is recommended to be deferred to 2018/19 due to competing work priorities. Remedial Action Staff resources will be re-directed to the development of a Ku-ring-gai Natural Areas Plan of Management in 2018/19.
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Critical Action

Code	Description	Progress	Comments
N2.1.1.2	Implementation of Biodiversity Policy. Responsible Officer: <i>Director Strategy & Environment</i>	 50%	Council's Biodiversity Policy provides a management framework for the protection and conservation of Ku-ring-gai's biodiversity assets and values. A number of initiatives are being implemented to achieve the objectives of the Biodiversity Policy.


Operational Plan Tasks

Code	Description	Progress	Comments
N2.1.1.2.1	Implement priority actions from the Biodiversity Policy and implement the biodiversity monitoring program. Responsible Officer: <i>Manager Environment & Sustainability</i>	 50%	Council continued 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 weeds control, community engagement and capacity building programs, biodiversity research projects, managing the sustainable use of bushland for recreation and the utilisation of BioBanking as a biodiversity management approach. Council's bushland prioritisation matrix was recently reviewed to guide investment in Council's bushland management program over the next two (2) years.


Critical Action

Code	Description	Progress	Comments
N2.1.1.3	Bushland maintenance activities are undertaken in accordance with adopted strategies and plans to enhance flora and fauna. Responsible Officer: <i>Director Operations</i>	 50%	Bushland maintenance activities continued through Council's Prioritised Bushland Restoration Program. This included 38 of the local government area's most significant sites. Reporting on achievements against these activities indicate Council is on track in terms of resilience, weed rating and diversity. Completion of the feral animal control and noxious weed management programs also assist in achieving this item.


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>	 <p>50%</p>	<p>Council is an active participant in regional programs for fox and rabbit baiting and control. The recent release of the new strain of RHDV K5 virus was implemented for rabbits in October 2017. Staff have been active in attending meetings with Local Land Services regarding the Biosecurity Act and changes to legislation with regard to weed management.</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: <i>Director Strategy & Environment</i></p>	 <p>50%</p>	<p>Council's bushland prioritisation matrix was reviewed in July 2017 and guides investment in bushland restoration activities across Council's bushland reserves for the next two years. The Biodiversity Policy and Fauna Management Policy includes a monitoring framework to evaluate the impact of Council's biodiversity and fauna management programs. Council's bushland condition rating, which is reported on annually, measures the impact of bushland restoration activities.</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: <i>Manager Environment & Sustainability</i></p>	 <p>50%</p>	<p>Council continued to maintain its database of threatened and significant fauna species (BioBase) to inform environmental and development assessments and management activities. Specific fauna monitoring activities over the past six (6) months include: monthly Eastern Pygmy Possum nest box monitoring at 24 sites (in collaboration with Wild Things NSW) and the utilisation of remote cameras at targeted sites to record presence/ absence; Grey-headed Flying-fox monthly counts and extent mapping (in collaboration with the Ku-ring-gai Bat Conservation Society); the installation of a real time weather monitoring station at the Ku-ring-gai Flying-fox Reserve (KFFR) to inform reserve management; a Gang-gang Cockatoo targeted survey (conducted in partnership with OEH and Hornsby Council); and the commencement of the Cat Tracker program (in partnership Discovery Circle). A Fauna Biodiversity Scorecard, which reports on 9 research modules across 4 themes, has been developed to provide an overview for the community of fauna biodiversity distribution (presence/absence) and trends across the Ku-ring-gai LGA. A Habitat Assets Layer, a database containing all known habitat assets across the Ku-ring-gai LGA, has been created to inform land use planning decisions. A community information session was held in December 2017 to deliver the results of the Pool to Pond microbat monitoring program, with 20 attendees.</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>		<p>Existing site management plans for KFFR and Warrimoo Coastal Upland Swamp, Rofe Park and Sheldon Forest and Browns Forest are all being implemented. Work is continuing on the development of site management plans for other key bushland reserves on a priority basis. Councils bush regeneration program is being completed according to the prioritisation matrix as part of recurrent and levy funded programs.</p>
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Term Achievement: Ecological protection and understanding is integrated within land-use planning.


Critical Action

Code	Description	Progress	Comments
N2.1.2.1	<p>Effective guidelines, processes, training and monitoring is in place to ensure ecological protection is integrated within land-use planning.</p> <p>Responsible Officer: <i>Director Strategy & Environment</i></p>		<p>Council's environmental assessment guidelines, processes, training and monitoring are consistent with the aim of ensuring ecological protection is integrated with land use planning. Development is assessed in accordance with the biodiversity and riparian provisions within Ku-ring-gai's Local Environment 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>		<p>Council's environmental assessment guidelines, templates and processes are continuously monitored and improved to reflect any legislative changes and requirements and to ensure they are effective in meeting Council's environmental management objectives. The templates for environmental assessment under Part 5 of the <i>Environmental Planning and Assessment Act, 1979</i> have been updated to incorporate the new <i>Biodiversity Conservation Act, 2016</i>.</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>		<p>All development applications are assessed and reviewed to ensure that appropriate consent conditions are applied that reflect Council's policies and are consistent with the relevant riparian and biodiversity provisions.</p>

Critical Action

Code	Description	Progress	Comments
N2.1.2.2	Assessment and regulatory actions contribute to improved water quality through application of appropriate DA conditions, assessment of stormwater management and protection of waterways throughout the entire development process. <i>Responsible Officer: Director Development & Regulation</i>	 50%	All development applications are assessed by development engineers in association with Council's ecological assessment officer to ensure all legislative requirements have been met.

Operational Plan Tasks


Code	Description	Progress	Comments
N2.1.2.2.1	Development Assessment conditions are reviewed and updated as appropriate. <i>Responsible Officer: Manager Development Assessment Services</i>	 50%	A significant update to development assessment conditions was undertaken this quarter to ensure they remain current.

Issue: Natural Waterways


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

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


Critical Action

Code	Description	Progress	Comments
N3.1.1.1	Best practice research informs Council's water management programs. <i>Responsible Officer: Director Strategy & Environment</i>	 50%	Council is 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 programs.


Operational Plan Tasks

Code	Description	Progress	Comments
N3.1.1.1.1	Participate in research programs and partnerships to advance water management. <i>Responsible Officer: Manager Environment & Sustainability</i>	 50%	Council continued to participate in research partnerships and programs to advance its water and catchment management program, including participation in the Cooperative Research Centre (CRC) for Water Sensitive Cities and a research collaboration with the University of Technology Sydney (UTS) to measure the quality of Council's harvested stormwater.


Critical Action

Code	Description	Progress	Comments
N3.1.1.2	Implementation of Integrated Water Cycle Management Policy and Strategy. <i>Responsible Officer: Director Strategy & Environment</i>	 50%	Council's Water Sensitive City Policy provides a management framework to respond to the issues of water conservation and water security, flooding risk, the degradation of urban waterways and rising temperatures, in a way that enhances the liveability of Ku-ring-gai. A number of initiatives are being implemented to achieve the objectives of the Water Sensitive City Policy.


Operational Plan Tasks

Code	Description	Progress	Comments
N3.1.1.2.1	Implement priority actions from the Water Sensitive City Policy and Water Sensitive City Strategy. <i>Responsible Officer: Manager Environment & Sustainability</i>	 50%	Priority actions continued to be implemented from the 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.


Critical Action

Code	Description	Progress	Comments
N3.1.1.3	Ensure maintenance programs are in place for Council's Water Sensitive Urban Design (WSUD) devices. <i>Responsible Officer: Director Operations</i>	 50%	Waste removal from water sensitive urban design (WSUD) devices continued under a regional service contract for gross pollutant traps, sediment basins, trash racks and pit basket inserts.

Operational Plan Tasks

Code	Description	Progress	Comments
N3.1.1.3.1	Maintain water sensitive urban design (WSUD) devices in accordance with asset management plan service levels. <i>Responsible Officer: Director Operations</i>	 50%	Council's regional contract for cleaning gross pollutant traps and other water sensitive urban design devices continued during the 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>	 50%	Maintenance programs are implemented to ensure the proper function of stormwater harvesting devices has continued for the second consecutive year. This includes scheduled cleaning of tanks and annual checking of pumps, sprinkler systems and water management devices.

Key Achievements


The completion of the installation of additional irrigation at St Ives Showground that allows for the increased usage of water collected and treated from the former vegetation tip in St Ives. Apart from increasing the amount of treated water being used, this also means there is a significant saving as the water does not need to be disposed of from the storage area when overfull.

Operational Plan Tasks


Code	Description	Progress	Comments
N3.1.1.4.1	Manage harvesting sites according to Water Reuse Management Plans, maintenance program and asset management plan. <i>Responsible Officer: Manager Open Space Operations</i>	 50%	Ongoing maintenance progressed well during the reporting period with funding being allocated for major tank cleans in the final quarter.

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

Critical Action

Code	Description	Progress	Comments
N3.1.2.1	Implementation of Council's Riparian Policy. <i>Responsible Officer: Director Strategy & Environment</i>	 50%	Council's Water Sensitive City Policy replaced the Riparian Policy. Many of the riparian provisions in the Riparian Policy were transferred to Council's Development Control Plan (DCP). Riparian provisions 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: Manager Environment & Sustainability</i>	 50%	Council continued to implement riparian provisions in accordance with Kuring-gai's Local Environment Plan, Development Control Plan and Water Sensitive City Policy, through Council's development assessment and Part 5 assessment processes.

Issue: Climate Change


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

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

Critical Action


Code	Description	Progress	Comments
N4.1.1.1	Programs are being implemented to build community resilience to the impacts of climate change and extreme weather events. <i>Responsible Officer: Director Strategy & Environment</i>	 50%	Council's Climate Wise Communities program assists residents to build resilience to the impacts of climate change and extreme weather events at a personal, property and neighbourhood level, through a tailored workshop series. An online community platform is currently being developed which will act as an important resource hub and online discussion forum and will connect the community with the Local Emergency Management Committee (LEMC) and Council, 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>	 50%	During the reporting period, a total of seven (7) Climate Wise Communities (CWC) events (299 attendees) were delivered, that are designed to build community resilience to more severe and extreme weather events as a result of a changing climate. Also part of the CWC program, an interactive, online platform is being developed, to provide the community with information, resources and networks to assist with severe weather resilience and preparedness. This community online platform will be launched next quarter.

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

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>	 90%	A Climate Change Adaptation Implementation Plan has been developed which provides managers with a prioritised list of management adaptations (or risk controls) according to their Triple Bottom Line (financial, environmental and social) performance and the capacity of the adaptation to reduce the weather hazard (bushfire, storm/ flood, heat stress and drought) specific risk.

Operational Plan Tasks


Code	Description	Progress	Comments
N4.1.2.1.1	Implement priority actions from the Climate Change Adaptation Strategy. <i>Responsible Officer: Manager Environment & Sustainability</i>	 90%	The management adaptations (or risk controls) identified in Council's Climate Change Adaptation Strategy have been ranked according to their Triple Bottom Line (financial, environmental and social) performance and the capacity of the adaptation to reduce the weather hazard (bushfire, storm/ flood, heat stress and drought) specific risk. A total of 39 bushfire related adaptations, 45 storm and flood related adaptations, 20 heat stress related adaptations and 17 drought related adaptations have been ranked, providing managers with a detailed cost/ benefit of each adaptation across monetary and non-monetary criteria. The ranked list of adaptations will form the basis of Council's climate change adaptation program over the next few years.

Issue: Sustainable Resource Management




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

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

Critical Action


Code	Description	Progress	Comments
N5.1.1.1	Recycling services are provided and waste recycling and avoidance education is enhanced. <i>Responsible Officer: Director Operations</i>	 50%	Council's waste education program was progressed and recycling services continued to be provided to the community during the reporting period.

Operational Plan Tasks


Code	Description	Progress	Comments
N5.1.1.1.1	<p>Deliver community waste education programs and report on recycling/diversion targets.</p> <p>Responsible Officer: <i>Manager Waste</i></p>	 <p>50%</p>	<p>A variety of initiatives were undertaken during the reporting period which included:</p> <ul style="list-style-type: none"> * A chemical collection completed in November 2017. * A recycling of food waste workshop (composting) completed in November 2017. * A recycling display in Gordon Library was erected for National Recycling Week. * Web pages displayed at relevant times for National Recycling Week (recycling quiz) and Managing Waste at Christmas time. * Ongoing work with unit properties to enhance recycling signage in order to reduce recycling contamination.
N5.1.1.1.2	<p>Deliver grant funded Waste Less Recycle More projects.</p> <p>Responsible Officer: <i>Manager Waste</i></p>	 <p>50%</p>	<p>Projects in relation to this grant funding progresses during the reporting period. Education and prevention for the Litter Free Ku-ring-gai and Illegal Dumping Prevention Programs also progressed. A recycling station was finalised for Gordon Library and a public place litter bin audit was completed.</p>
N5.1.1.1.3	<p>Administer the NSROC Regional Waste Disposal Contract and Regional Waste Plan actions.</p> <p>Responsible Officer: <i>Manager Waste</i></p>	 <p>50%</p>	<p>Administration of the regional waste disposal contract progressed during the reporting period.</p>

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

Critical Action

Code	Description	Progress	Comments
N5.1.2.1	<p>Implement educational programs to assist the community to reduce energy and water.</p> <p>Responsible Officer: <i>Director Strategy & Environment</i></p>	 <p>50%</p>	<p>Energy and water savings are being achieved by the community through Council's Energy Smart Savers program (offering rebates for energy efficient pool pumps) and Water Smart program (offering rebates for rainwater tanks and rain gardens).</p>

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>50%</p>	<p>Between July and December 2017, a total of \$11,750 of community rebates were awarded for the installation of 47 highly energy efficient pool pumps, resulting in potential annual (i) cost savings of \$26,404; (ii) energy consumption savings of 84 megawatt-hours (MWh); and (iii) CO2 savings of 90 tonnes, through the Energy Smart Savers program. Community investment of \$55,400 matched Council's rebate investment. One community rebate was awarded for the installation of a rainwater tank with a capacity of 2.8kL, through the Water Smart program. Also part of the Energy Smart Savers and Water Smart programs, workshops were held on water permeable surfaces (15 attendees); lowering energy bills and draught proofing your home (16 attendees); and selecting and installing solar and battery systems for your home (95 attendees).</p>


Theme: Places, Spaces and Infrastructure

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


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

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


Critical Action

Code	Description	Progress	Comments
P1.1.1.1	Engage with community in masterplanning and design process for the local area. <i>Responsible Officer: Director Strategy & Environment</i>	 50%	Council continued to engage with the local community specifically in relation to the East Lindfield shopping centre design which is in preparation for construction to commence early 2018.


Operational Plan Tasks

Code	Description	Progress	Comments
P1.1.1.1.1	Engage with key stakeholders and the community in the revitalisation of our neighbourhood centres as per the adopted program. <i>Responsible Officer: Manager Strategic Projects</i>	 50%	Stakeholder consultation has informed the designs for East Lindfield shopping centre. This design was documented in preparation for construction to commence early 2018.


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>	 50%	Neighbourhood centre improvements include the recently completed works at Babbage Road Roseville Chase shops (western side), The Mall shops at Warrimoo Avenue St Ives (well underway) and works are to commence at East Lindfield Shops early in the third quarter.


Operational Plan Tasks

Code	Description	Progress	Comments
P1.1.1.2.1	Develop concept plans for neighbourhood centres informed by community engagement consistent with the adopted program. <i>Responsible Officer: Manager Strategic Projects</i>	 50%	Concept plans for the delivery of East Lindfield shopping centre were developed following community consultation, with construction proposed to commence in early 2018.


Critical Action

Code	Description	Progress	Comments
P1.1.1.3	Develop an agreed level of service for removal of graffiti and cleaning of areas to instil community pride. <i>Responsible Officer: Director Operations</i>	 50%	Graffiti is managed and tracked through the VandalTrak system

Operational Plan Tasks

Code	Description	Progress	Comments
P1.1.1.3.1	Oversee graffiti removal response and report six monthly on actual vs targets for removal of graffiti on public land. <i>Responsible Officer: Manager Engineering Operations</i>	 50%	During the six (6) month period Turramurra Canoon Road Netball area was heavily targeted with 64 incidents reported. Wairoonga Park amenities and Pymble Soldiers amenities were also heavily targeted with 82 incidents reported. Responses and removal continue to be managed as effectively as possible.

Critical Action

Code	Description	Progress	Comments
P1.1.1.4	Ensure compliance with Tree Management Policy. <i>Responsible Officer: Director Operations</i>	 35%	Councils Tree Management Policy continued to be implemented for both internal and external customers. Council received 2,284 requests for tree works during the reporting period. 457 requests for tree works approval on private land and 1,827 requests for tree works on Council land, of which, 500 requests were for fallen trees or branches. \$16,200 has been generated in revenue from fines for unauthorised tree works. Staff have been involved in the inspection and assessment of vegetation on all project sites to ensure appropriate trees are protected for the duration of the project. Reason There have been delays in processing times due to unplanned staff leave and vacancies in maintenance area.




			<p>Remedial Action</p> <p>Council is currently reviewing processes and looking at minimising outstanding requests to get back to a manageable level.</p>
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Challenges


Number of requests continue to rise with numbers higher than the same period last year.

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>35%</p>	<p>Council received 457 applications during the reporting period. Of these 310 have been completed and 147 have yet to be finalised. Timeframes for completion were not met for the reporting period. A total of \$6560 worth of infringements were received for illegal works.</p> <p>Reason</p> <p>A higher than anticipated number of applications were lodged during the reporting period coupled with unplanned staff leave.</p> <p>Remedial Action</p> <p>The prioritisation of completing the backlog has been confirmed for the end of February 2018 to improve response times.</p>

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

Critical Action


Code	Description	Progress	Comments
P1.1.2.1	<p>Improve and implement strategies, plans and processes to protect and enhance Ku-ring-gai's unique landscape character.</p> <p><i>Responsible Officer: Director Strategy & Environment</i></p>	 <p>43%</p>	<p>In light of the commencement of the Biodiversity Conservation Act in August 2017, the current NSW land management and biodiversity conservation reforms work on a No Net Loss Policy has been delayed during the period.</p> <p>Reason</p> <p>Once the full impact and requirements of the new Biodiversity Conservation Act and Vegetation SEPP are known work will re-commence on a No Net Loss Policy.</p> <p>Remedial Action</p> <p>This financial year the focus is on the finalisation of a Ku-ring-gai Offset Code of Practice and the associated internal processes to enable the Code to be implemented (such as the creation of a "Restricted Reserve for Biodiversity Offset Funds").</p>

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>	 <p>50%</p>	<p>Staff continue to review landscaping provisions in Council's planning policies including monitoring issues raised in recent Land and Environment Court cases.</p> <p>The Ku-ring-gai Development Control Plan was amended in October 2017 to incorporate the green web mapping for the 13 deferred areas.</p> <p>A review of the tree preservation provisions has commenced to ensure they satisfy the requirements of Vegetation in Non-Rural Areas (Vegetation SEPP) 2017 which commenced in August 2017.</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>	 <p>50%</p>	<p>Landscape and ecological assessments continue to be undertaken consistent with Ku-ring-gai Local Environmental Plan 2015 and Ku-ring-gai Development Control Plan 2015 and Ku-ring-gai Development Control Plan local centres.</p> <p>Council's ecological assessment officer has undertaken training in relation to new legislation under the Biodiversity Conservation Act and has subsequently provided training to development assessment and other council officers in relation to this new legislation. The team has recently undertaken an inspection and review of recently completed major developments including Shout Ridge at Lindfield, The intention being to analyse the design aspects of the projects in relation to the relevant Council Development Controls and actual project implementation.</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>	 <p>30%</p>	<p>In light of the commencement of the Biodiversity Conservation Act in August 2017, staff have been focusing on updating Council's environmental assessment processes to meet the requirements of the new Biodiversity Offset Scheme (triggered through the new Act), and on the creation of a Ku-ring-gai Offset Code of Practice, which will provide a standardised and transparent framework for offsetting biodiversity impacts from Council works in accordance with the new Act, including on-going monitoring and management.</p> <p>Reason</p> <p>As a result of the current NSW land management and biodiversity conservation reforms work on a No Net Policy has been delayed during the period.</p> <p>Remedial Action</p> <p>Once the full impact and requirements of the new Biodiversity Conservation Act and Vegetation SEPP are known work will re-commence on a No Net Loss Policy. This financial year the focus is on the finalisation of a Ku-ring-gai Offset Code of Practice and the associated internal processes to enable the Code to be implemented (such as the creation of a "Restricted Reserve for Biodiversity Offset Funds").</p>

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

Critical Action

Code	Description	Progress	Comments
P1.1.3.1	Undertake a coordinated program of beautification and revitalisation. <i>Responsible Officer: Director Strategy & Environment</i>	 50%	Council continued to undertake a co-ordinated approach towards the beautification and revitalisation of local centres.

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>	 50%	Neighbourhood centre improvements include the recently completed works at Babbage Road shops (western side), The Mall shops at Warrimoo Avenue St Ives (well underway) and works are to commence at East Lindfield Shops early in the third quarter.

Issue: Managing Urban Change

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

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



Critical Action

Code	Description	Progress	Comments
P2.1.1.1	Develop plans and strategies that respond to the impacts of urban development. <i>Responsible Officer: Director Strategy & Environment</i>	 50%	The consolidation of the Ku-ring-gai Local Environmental Plan 2015 and Ku-ring-gai Local Environmental Plan (Local Centres) 2012 and the associated merging of the DCP has progressed for the next stage of reporting to Council to seek formal exhibition. A series of planning proposals (both Council and private) have been progressed to manage urban change. Council has made several submissions on State Government planning reforms to effectively manage the processes and impact of new development.

Key Achievements


Ku-ring-gai has up to date land use strategies, plans and procedures to effectively manage the impact of new development and respond to new development challenges into the future.

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>	 50%	<p>Recent state government planning reforms that have been released for comment include a discussion paper on review of the Environmental Planning and Assessment Act, 1979 Regulations and a proposed new SEPP (Environment). These documents have been reviewed with a view to preparing submissions on the implications for Ku-ring-gai.</p> <p>Staff have also provided feedback to Department of Planning and Environment regarding the proposed repealing SEPP No. 1 - Development Standards and SEPP (Miscellaneous Consent Provisions) 2007. The planning provisions contained in these policies will be incorporated in local planning controls.</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>	 50%	<p>Work is progressing on the consolidation of the Ku-ring-gai Local Environmental Plan 2015 and Ku-ring-gai Local Environmental Plan (local centres) 2012 and the associated merging of the Development Control Plan.</p> <p>A planning proposal for the deferred area at the Killara Golf Club has been adopted by Council and submitted for a gateway determination. Gateway for the Planning Proposal was issued on 5 December 2017. A planning proposal to rezone 21 Lorne Avenue Killara was adopted by Council on 27/6/17 and made by Department of Planning and Environment on 4 August 2017.</p>


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

Critical Action


Code	Description	Progress	Comments
P2.1.2.1	<p>Applications are assessed in accordance with State and local plans.</p> <p>Responsible Officer: <i>Director Development & Regulation</i></p>	 50%	<p>All applications are assessed by experienced professional staff and peer reviewed by senior officers to ensure improved environmental outcomes are achieved</p>

Operational Plan Tasks


Code	Description	Progress	Comments
P2.1.2.1.1	<p>Assessments are of a high quality, accurate and consider all relevant legislative requirements.</p> <p>Responsible Officer: <i>Director Development & Regulation</i></p>	 50%	<p>All applications are assessed and peer reviewed by senior staff to ensure Council's statutory obligations and legislative requirements have been met.</p>
P2.1.2.1.2	<p>Manage the number of outstanding applications.</p> <p>Responsible Officer: <i>Director Development & Regulation</i></p>	 50%	<p>The progress of all applications is monitored and processed efficiently to ensure there are no unreasonable or unjustifiable delays.</p>

P2.1.2.1.3	Determine applications in an effective and efficient manner and within agreed timeframes. <i>Responsible Officer: Director Development & Regulation</i>	 50%	The progress of applications is constantly monitored to ensure the department achieves meets agreed determination time frames.
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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>	 50%	Development work in the Ku-ring-gai area has generally been in accordance with approvals during the period. Noncompliance is attended to in accordance with Council's adopted Compliance Policy.

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>	 50%	Regulatory action was undertaken in accordance with Council's Compliance Policy and relevant State and local controls. Council Rangers issued 49 penalty notices for breach of approval offences equating to \$131,062.00. This equates to \$196,731.00 for the six months reporting period. Council officers have determined all Section 68 applications in relation tower cranes, goods on footpaths, charity clothing bins and pumping across footpaths in accordance with local policies and State legislation.

Issue: Quality Urban Design and Development

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

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




Critical Action

Code	Description	Progress	Comments
P3.1.1.1	Review and refine Local Environmental Plans (LEPs) and Development Control Plans (DCPs) to facilitate quality urban design outcomes. <i>Responsible Officer: Director Strategy & Environment</i>	 50%	Council's Planning controls (Local Environmental Plan, Development Control Plans and Masterplans), are regularly reviewed to facilitate quality urban design outcomes.


Key Achievements

The Turramurra local centres development control plan has been updated to align with the adopted Turramurra Community Hub Master Plan.


Operational Plan Tasks

Code	Description	Progress	Comments
P3.1.1.1.1	Monitor, promote and review design quality standards in Council's Local Environmental Plans and Development Control Plans. <i>Responsible Officer: Manager Urban Planning</i>	 50%	Amendments to the Local Centres Development Control Plan to incorporate the adopted master plan for Turramurra Community Hub have been exhibited and finalised. Staff continue to monitor and review design related controls in Council's Local Environmental Plans and Development Control Plans including reviewing issues raised in recent Land and Environment Court cases and researching examples of best planning practise with regard to design.
P3.1.1.1.2	Provide strategic advice on Development Applications (DAs) and pre-DAs. <i>Responsible Officer: Manager Urban Planning</i>	 50%	Council's Urban Planning staff have provided strategic planning and urban design advice on a range of Development Applications (DAs) and pre-DAs for key sites within the local centres and other major development sites.
P3.1.1.1.3	Design outcomes are assessed against the objectives of adopted Local Environmental Plans and Development Control Plans. <i>Responsible Officer: Director Development & Regulation</i>	 50%	All applications are reviewed by suitably qualified urban design professionals to ensure design outcomes meet the objectives of State Environmental Planning Policies adopted Local Environmental Plan and Development Control Plans.


Critical Action

Code	Description	Progress	Comments
P3.1.1.2	Council progressively encourages sustainability design principles into the development application process. <i>Responsible Officer: Director Strategy & Environment</i>	 50%	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 facilitate a greater uptake of sustainability design principles into residential development applications.


Operational Plan Tasks

Code	Description	Progress	Comments
P3.1.1.2.1	Deliver the Smart Homes program. <i>Responsible Officer: Manager Environment & Sustainability</i>	 50%	Discussions continue with the Northern Sydney Regional Organisation of Councils (NSROC) group of councils in relation to a sustainable home building advisory service for residents undertaking renovations and new builds. Council's Smart Homes suite of web pages are continually reviewed and updated and provide an ongoing resource for the community. Council continues to participate in the Office of Environment and Heritage (OEH)-led Working Committee on Local Government Sustainable Housing.

Critical Action

Code	Description	Progress	Comments
P3.1.1.3	Design quality and sustainable design is promoted through events or other activities. <i>Responsible Officer: Director Strategy & Environment</i>	 50%	Council's annual sustainable design workshop for residents will be delivered in May 2018.

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>	 50%	A sustainable design workshop for residents, which will include input from a range of experts in the fields of solar energy, sustainable garden design, architecture and DA processing and approvals, will be held in May 2018 and is currently featured in the January - June 2018 Loving Living Ku-ring-gai What's On Calendar.

Issue: Revitalisation of our centres

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

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



Critical Action

Code	Description	Progress	Comments
P4.1.1.1	Council proactively works with owners, developers and agencies of the local centres to achieve quality design outcomes. (e.g. through voluntary planning agreements, education) <i>Responsible Officer: Director Strategy & Environment</i>	 50%	Plans to revitalise local centres are being progressively implemented and achieve quality design outcomes in collaboration with key state agencies, key landholders and the community.


Key Achievements

A whole of Council approach has been developed to review and update Council's outdoor dining policy.

Operational Plan Tasks

Code	Description	Progress	Comments
P4.1.1.1.1	Continue to implement a place management approach and innovative engagement practices to coordinate works and achieve quality outcomes for improvements in local centres. <i>Responsible Officer: Manager Urban Planning</i>	 50%	Extensive and detailed engagement has been undertaken and is ongoing with the Roads and Maritime Service to finalise the Lindfield Traffic Management Plan. Regular contact has also been maintained with Transport for NSW in relation to the Lindfield Major Projects and Turramurra Traffic Management Plan.
P4.1.1.1.2	Complete review and monitor Council's Outdoor Dining and Goods on Footpath Policy ensuring it is consistent with Council's Public Domain Plan. <i>Responsible Officer: Manager Urban Planning</i>	 50%	A working group was established with relevant staff from Strategy and Environment, Development and Regulation, Operations and Community Departments to review the policy. A draft risk assessment has been completed to inform the policy and establish appropriate controls and guidelines for outdoor dining and sale of goods on footpaths.



Critical Action

Code	Description	Progress	Comments
P4.1.1.2	The Master Plan for the Turramurra Centre and surrounding precincts is implemented. <i>Responsible Officer: Director Strategy & Environment</i>	 50%	Council has continued to engage with the Roads and Maritime Service to finalise the Turramurra Traffic Management Plan. A financial model is being finalised to assess the financial feasibility of the project and will be reported in 2018. Amendments to the Ku-ring-gai Local Centres Development Control Plan (DCP) to include Council's adopted master plan are now complete and live on council's website.

Key Achievements


Amendments to the Ku-ring-gai Local Centres Development Control Plan to include Council's adopted Turramurra master plan are now in place.

Operational Plan Tasks



Code	Description	Progress	Comments
P4.1.1.2.1	Progress delivery of the Turramurra Community Hub. <i>Responsible Officer: Manager Urban Planning</i>	 50%	During the reporting period SGS Australia has prepared a preliminary business case for the Turramurra Community Hub. The study was completed in December 2017 and will be reported to Council in early 2018. Amendments to the Ku-ring-gai Local Centres Development Control Plan (DCP) to include council's adopted master plan are now complete and live on Council's website.
P4.1.1.2.2	Continue to engage with key stakeholders to identify the requirements for new community facilities and infrastructure. <i>Responsible Officer: Manager Urban Planning</i>	 50%	Council has continued to engage with the Roads and Maritime Service to finalise the Turramurra Traffic Management Plan. Further work has been undertaken to estimate the cost of a proposed road bridge over the railway which forms part of the adopted master plan. A financial model has been prepared to assess the financial feasibility of the project, the model is in draft form and will be reported to Council in the first half of 2018.

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

Critical Action


Code	Description	Progress	Comments
P4.1.2.1	Investigate a master planning process for the St Ives and surrounding precincts. <i>Responsible Officer: Director Strategy & Environment</i>	 50%	Opportunities for the revitalisation and master planning of Ku-ring-gai local centres in collaboration with owners, developers, government agencies and local residents, is underway and the processes and plans can be adapted for the revitalisation St Ives local centre into the future. Reason In the St Ives Local Centre, Council is a key stakeholder along with the St Ives Shopping Village Centre. Council is awaiting the receipt of a Planning Proposal from the St Ives Shopping Village. Remedial Action Reclassification works 176 Mona Vale Road St Ives have begun.

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. However, Council progressed the reclassification car park at 176 Mona Vale Road, St Ives to facilitate future redevelopment of St Ives Village Shopping Centre. The public exhibition and public hearing for the reclassification was held in October - December 2017. Reason This task remains on hold until the owners of the St Ives Shopping Village submit a formal planning proposal to Council. Remedial Action The reclassification of 176 Mona Vale Road will be reported to Council in February 2018, and if adopted by Council, proceed to finalisation.
P4.1.2.1.2	Commence preparation of background studies for master planning of St Ives Local Centre. <i>Responsible Officer: Manager Urban Planning</i>	 50%	A Planning Proposal was prepared for the reclassification of 176 Mona Vale Road, St Ives as well as a gateway issued by the Department of Planning and Environment for exhibition which commenced mid October 2017. A Public hearing was held in late 2017.

Term Achievement: An improvement plan for Gordon Centre is being progressively implemented in collaboration with owners, businesses and state agencies.

Critical Action


Code	Description	Progress	Comments
P4.1.3.1	<p>A Master Plan is in place for a community hub within the Gordon Town Centre to accommodate cultural and arts activities and promote social interaction is developed.</p> <p>Responsible Officer: Director Strategy & Environment</p>	 45%	<p>A review of Council's Community Facilities Strategy prepared in 2014 is underway to report on options for Council regarding floor space provision; alternative models of service provision; and management, service delivery and leasing options. A Property Divestment Strategy has also commenced as part of a broader package of studies to identify additional funding sources.</p> <p>Reason</p> <p>Council is preparing a clear funding strategy to plan and deliver the required community facilities and associated public benefits to be included in the Gordon Master plan.</p> <p>Remedial Action</p> <p>Council is continuing to review a range of sustainable funding sources to deliver and manage the public infrastructure and assets under the proposed Gordon local centre master plan.</p>
Challenges			
Identifying and delivery of a range of sustainable funding strategies for the community and cultural facilities for the Gordon local centre.			

Operational Plan Tasks

Code	Description	Progress	Comments
P4.1.3.1.1	<p>Progress preparation of a master plan for the civic/cultural hub in Gordon.</p> <p>Responsible Officer: Manager Urban Planning</p>	 45%	<p>Completion of a Council report to facilitate this project to move to the master planning and public engagement stage, has been delayed pending further review of community facilities requirements and funding models.</p> <p>Reason</p> <p>Ongoing uncertainty regarding the funding of community facilities has delayed progress of this task.</p> <p>Remedial Action</p> <p>Consultants have been engaged to review Council's Community Facilities Strategy prepared in 2014 to report on options for Council regarding floor space provision; alternative models of service provision; and management, service delivery and leasing options.</p> <p>Consultants have been engaged to prepare a Property Divestment Strategy as part of a broader package of studies to identify additional funding sources.</p>

Term Achievement: An improvement plan for Lindfield Centre is being progressively implemented in collaboration with owners, businesses and state agencies.


Critical Action



Code	Description	Progress	Comments
P4.1.4.1	<p>The Master Plan for the Lindfield Centre and surrounding precincts is implemented.</p> <p>Responsible Officer: Director Strategy & Environment</p>	 <p>57%</p>	<p>During the reporting period the following work has been undertaken:</p> <ul style="list-style-type: none"> * working closely with the state agencies to finalise the Lindfield Traffic Management Plan; * finalising a detailed financial model and asset strategy for the project; * updated and modified car parking requirements in response to Council resolution of 8 June 2017; and * updated briefing provided to Community and Lindfield Village Hub reference Committee being established. <p>A planning approval was obtained for the Lindfield Village Green project and is now subject to a further review in relation to car parking.</p>

Key Achievements

Council has commissioned a consultant team to prepare a development application for 259-271 Pacific Highway, Gordon (known as the Lindfield Library site) consistent with Council's adopted master plan and lodge the DA with Council.

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>	 <p>40%</p>	<p>A financial model and Asset Strategy have been progressed for this project, however further review of funding options are currently being undertaken.</p> <p>Reason</p> <p>Uncertainty regarding the long term operational and life cycle costs of the proposed community facilities has delayed progress of this task.</p> <p>Remedial Action</p> <p>A number of studies have commenced to explore and identify a range of funding levers that are available to Council including:</p> <ul style="list-style-type: none"> - changes to built form and massing - parking management options - value engineering - community facilities strategy review - social innovation and procurement - asset sales.


P4.1.4.1.2	Progress delivery of the Lindfield Village Green. <i>Responsible Officer: Manager Strategic Projects</i>	 80%	Planning approval was received for the development application. Council has resolved to modify the current approval via Section 96 modification to include additional underground parking via a third basement level. The redesign has commenced.
P4.1.4.1.3	Prepare a Development Application (DA) for the Council owned land at 259-271 Pacific Highway, Gordon (known as the Lindfield Library site) consistent with Council's adopted master plan and lodge the DA with Council. <i>Responsible Officer: Manager Strategic Projects</i>	 50%	Council has engaged a consultant to prepare the development application.

Issue: Heritage that is Protected and Responsibly Managed

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

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


Critical Action


Code	Description	Progress	Comments
P5.1.1.1	Implement, monitor and review Ku-ring-gai's heritage planning provisions. <i>Responsible Officer: Director Strategy & Environment</i>	 50%	Heritage Items and Heritage Conservation Areas continue to be reviewed and updated. Council's Planning Controls are being implemented and monitored to promote sympathetic development whilst protecting Ku-ring-gai's heritage.

Key Achievements


The Middle Harbour Road, Roseville revised Heritage Conservation Area was adopted and the plan made by the NSW Department of Planning and Environment.

Operational Plan Tasks


Code	Description	Progress	Comments
P5.1.1.1.1	Monitor, identify and respond to gaps in existing heritage strategies, development control plans and local environmental plans. <i>Responsible Officer: Manager Urban Planning</i>	 50%	The Middle Harbour Road HCA has been finalised and gazetted. The proposed HCAs in Wahroonga, Turramurra, Pymble and Gordon have been publicly exhibited and the public submissions are being assessed. It is expected to be reported to Council in March/April 2018.

P5.1.1.1.2	Protection of heritage through the development assessment process is consistent with State and local government controls. Responsible Officer: Manager Development Assessment Services	 50%	All applications are assessed and reviewed before determination to ensure that appropriate conditions are applied thereby protecting Ku-ring-gai's heritage.
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Critical Action


Code	Description	Progress	Comments
P5.1.1.2	Protect and effectively manage Ku-ring-gai's Aboriginal heritage assets in conjunction with the Aboriginal Heritage Office. Responsible Officer: Director Strategy & Environment	 50%	Council implements a sensitive data access procedure, facilitates Aboriginal heritage training and regularly updates its Aboriginal site card information to effectively manage Ku-ring-gai's Aboriginal heritage assets.

Operational Plan Tasks


Code	Description	Progress	Comments
P5.1.1.2.1	Deliver management actions and training to protect and manage Aboriginal heritage. Responsible Officer: Manager Environment & Sustainability	 50%	Consideration of Aboriginal heritage sites continue to form part of Council's standard environmental assessment process, with the Aboriginal Heritage Office providing advice and Aboriginal Heritage Due Diligence reports where required. A total of 18 staff received Aboriginal Heritage training over the past six (6) months.

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

Critical Action


Code	Description	Progress	Comments
P5.1.2.1	Prepare conservation management plans for heritage assets within available resources. Responsible Officer: Director Strategy & Environment	 25%	Limited progress has been made on this Task due to heritage staff priorities. Reason There has been a lack of State Government funding initiatives for this program. Remedial Action Finding alternative funds including Council funding for projects.

Operational Plan Tasks

Code	Description	Progress	Comments
P5.1.2.1.1	Prepare heritage conservation management plans as per priority list. <i>Responsible Officer: Manager Urban Planning</i>	 25%	Council will need to confirm funding is available for this project as the cost of two (2) conservation management plans is approximately \$20,000.00 Reason Budget and staffing resources have been allocated to other priority projects including the heritage conservation area review. Remedial Action Funding and priority for projects will need to be confirmed.

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


Critical Action

Code	Description	Progress	Comments
P5.1.3.1	Local and cultural history is recognised and promoted. <i>Responsible Officer: Director Strategy & Environment</i>	 50%	Ku-ring-gai's heritage is protected, promoted and responsibly managed through the Council's Planning controls, Heritage Reference Committee and programs such as the heritage home maintenance grants program.


Key Achievements

Council's Heritage Home Grants and the inaugural Ku-ring-gai Architecture and Urban Design Awards have recognised and promoted Ku-ring-gai's Heritage.


Operational Plan Tasks

Code	Description	Progress	Comments
P5.1.3.1.1	Develop and implement a program of activities to promote local heritage in consultation with key stakeholders. <i>Responsible Officer: Manager Urban Planning</i>	 50%	Awaiting completion of projects to pay funding to recipients of grants.

Critical Action

Code	Description	Progress	Comments
P5.1.3.2	Local Aboriginal history is recognised and promoted. <i>Responsible Officer: Director Community</i>	 85%	During the reporting period local Aboriginal history and cultural activities were supported through a range of educational programs.

Operational Plan Tasks


Code	Description	Progress	Comments
P5.1.3.2.1	Deliver Aboriginal cultural activities at the St Ives Precinct. <i>Responsible Officer: Manager Community & Recreation Services</i>	 85%	During the period July – December three programs were delivered as part of the Guringai Festival. Each of them was led by our rangers and featured Aboriginal artist Walangari. The Tourism Destination Management Plan 2017 – 2020 recommended joint Aboriginal and Heritage walks into the Ku-ring-gai Chase National Park from St Ives showground in conjunction with National Parks and Wildlife Association. Discussions have taken place with National Parks and will continue.

Issue: Enhancing recreation, sporting and leisure facilities




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

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

Critical Action

Code	Description	Progress	Comments
P6.1.1.1	Engage with community partners to improve Councils sporting and recreational facilities. <i>Responsible Officer: Director Strategy & Environment</i>	 53%	During the period Council continued to engage with associations and local sporting users to achieve improvements to local sporting and recreational facilities. Council has also had significant growth in the capacity of sporting facilities with the opening on North Turramurra Recreation Area fields. Various activities included: * Hassell Park centre wicket was closed during the winter to summer changeover period (August/ September) in order to upgrade the wicket. Contributions were made by St Ives Junior Cricket, HKHDCA and Council to fund this project and ensure a safer/ higher quality playing surface for the upcoming cricket season and future year(s). * Loyal Henry tennis courts (line marking and resurfacing) and The Glade Tennis Courts (fencing) were closed during this period in order for capital upgrades which will improve the venues for future training and competition use for schools, coaches and casual users. Works at both sites have now been completed.

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: <i>Manager Strategic Projects</i></p>	 <p>50%</p>	<p>Council continued the partnership with Lindfield District Cricket Club to upgrade the existing cricket nets at Lindfield Soldiers Memorial Park, Lindfield. Council has provided a number of design options and gained environmental approvals for the project. Final design is close to being finalised before Council can commence the tender process.</p> <p>Council has been successful in securing a grant for \$20,000 from the Metro Greenspace Program to complete a feasibility study to improve the access at the Browns Waterhole Track in South Turrumurra. A brief has been finalised and awarded to a consultant to complete the feasibility study. Council will conduct an inception and site meeting with the consultant and key stakeholders in January 2018.</p> <p>Council's application was successful for 2017 Community Building Partnership Program of \$30,000 towards the Lindfield Soldiers Memorial Park Playground, Lindfield. Works for this project will commence in 2019.</p> <p>Council's application was successful for 2017 Stronger Communities Programme - Round 3 of \$20,000 to convert existing tennis courts into dual usage court for netball and possibly basketball.</p> <p>Council completed the tender process for the Princess Anne Arena - Accessible Toilet and Access Path in partnership with the Northside Riding Club. Works are to commence from January 2018.</p>
P6.1.1.1.2	<p>Facilitate a regular sporting forum and communication with sporting users.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	 <p>25%</p>	<p>Council's sports forum will be held in May 2018 with the location and content to be confirmed closer to the date.</p> <p>Reason</p> <p>Planning for the forum will commence in March with the format, guest speakers and location to be confirmed.</p> <p>Remedial Action</p> <p>Discussions internally to occur between Community and Recreation, Strategy and Environment, and Operations staff to determine the content of the 2018 Sports forum.</p>
P6.1.1.1.3	<p>Promote the new facilities at North Turrumurra Recreation Area (NTRA) to community, schools, clubs and associations.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	 <p>85%</p>	<p>NTRA synthetic field was used up to 40 hours per week for training and competition purposes by NSFA during the winter season with very positive feedback from players, the community and NSFA staff in relation to the playing surface, lighting and additional amenities onsite.</p> <p>NTRA (two turf fields) were also used sparingly by NSFA Soccer due to the car park not being completed and also to protect the playing surface in it's first year. With the new car park now complete these fields will get a lot more use during next season where all three (3) fields are expected to operate at once for training and competition purposes.</p> <p>NTRA had its first competition cricket games played on it by HKHDCA. The</p>




			<p>facility (including the cricket nets) is booked Monday-Friday by St Ives Junior Cricket and for competition and games by HKHDCA throughout the summer season.</p> <p>NTRA will be used throughout 2018 for the Primary Schools Sports Association sport, Knox Grammar School training as well as knockout tournaments and school gala days for soccer.</p>
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Term Achievement: A program is being implemented to improve existing recreation, sporting and leisure facilities and facilitate the establishment of new facilities.

Critical Action


Code	Description	Progress	Comments
P6.1.2.1	<p>Deliver Council's adopted open space capital works program.</p> <p>Responsible Officer: Director Operations</p>	 <p>49%</p>	<p>Council continued to deliver its open space capital works program during the reporting period including:</p> <ul style="list-style-type: none"> * The Mall upgrade - progressing well and will be completed on schedule March 2018. * Roseville bus shelter and cycleway - construction completed by the end of 2017. * Annie Forsyth Wyatt Garden Upgrade - tender documents were released. * Bicentennial Park - quarry stabilisation works - design and documentation work is progressing well with initial works due to commence in April 2018. * East Lindfield Shops - landscape upgrade - quotation documentation complete, work awarded with on-site work planned for commencement in January 2018 and completion planned for March 2018. * Princes Anne Arena St Ives Showground accessible toilet - procurement process complete with on-site work due to commence February 2018 with completion in late April 2018. <p>The gross pollutant trap project at McIntosh and Arthur Street has been delayed.</p>

Operational Plan Tasks




Code	Description	Progress	Comments
P6.1.2.1.1	<p>Designs are prepared and environmental approvals obtained for the delivery of the open space capital works program.</p> <p>Responsible Officer: Manager Strategic Projects</p>	 <p>50%</p>	<p>Designs are being prepared and environmental approvals are being obtained for the delivery of the open space capital works program including; Annie Forsyth Wyatt Garden, Turramurra Memorial Park dog off-leash area, Swain Gardens car park and Golden Grove Playground - Bicentennial Park, Canoos Road car park upgrade, East Lindfield Neighbourhood Centre upgrade, Roseville Park - Firs Cottage accessible driveway extension, Princess Anne Arena accessible toilet and pathway and The Mall Neighbourhood Centre upgrade.</p>

P6.1.2.1.2	<p>Report on compliance with environmental approvals for open space capital works projects.</p> <p>Responsible Officer: Director Operations</p>	 50%	<p>During the reporting period the below was undertaken:</p> <ul style="list-style-type: none"> * The Mall Upgrade (phase 2) - progressed well and will be completed on schedule March 2018; * Park Avenue Playground (phase 2) - was complete before the end of the year 2017, slightly ahead of schedule and in full compliance with environmental approvals; * Swain Gardens - retaining wall and disability parking work was completed by the end of September 2017 and in full compliance with environmental approval; * Hassell Park cricket wicket upgrade - all work completed by the end of October 2017 and in full compliance with environmental approvals; * Golden Grove playground rebuild - the tender was awarded and works are presently on schedule to allow the site to be reopened at the end of March 2018 - progressing in compliance of environmental approvals; * The Glade tennis courts - the upgrade was completed on 31 October 2017 and in compliance of all environmental approvals; * Loyal Henry tennis courts - the upgrade was completed on 31 October 2017 and in compliance of all environmental approvals; and * Queen Elizabeth Basketball area upgrade - works completed on 18 October 2017 in compliance of all environmental approvals.
P6.1.2.1.3	<p>Conduct appropriate consultation, identify outcomes of community consultation and actions to address community concerns.</p> <p>Responsible Officer: Manager Strategic Projects</p>	 50%	<p>Community consultation has been undertaken as part of the master planning process for Gordon Recreation Ground, Putarri Reserve, Annie Forsyth Wyatt Garden and a new park at Allan Avenue Turramurra.</p>
P6.1.2.1.4	<p>Report on completed concept designs and acceptance by the community and Council.</p> <p>Responsible Officer: Manager Strategic Projects</p>	 50%	<p>Council reports have been submitted on proposals for Gordon Recreation Ground, Annie Forsyth Wyatt Garden and a new park at Allan Avenue Turramurra.</p>
P6.1.2.1.5	<p>Review, adopt and implement Councils adopted Playground Strategy.</p> <p>Responsible Officer: Manager Strategic Projects</p>	 46%	<p>The draft Playground Strategy is currently being reviewed by an external consultant and is scheduled to be presented to Council in the fourth quarter.</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>	 37%	<p>Site analysis is being conducted to determine potential landscape masterplan works for Robert Pymble Park.</p> <p>Proposed works for the landscape masterplan of Gordon Recreation Grounds include upgrades to the existing lighting, path network, playground and amenities building.</p> <p>The consultation process for both masterplans will take place early in 2018.</p> <p>Reason</p> <p>Limited resources have delayed the Robert Pymble park project.</p> <p>Remedial Action</p> <p>The sportsfield prioritisation matrix has been reviewed and the budget has been revised to complete the Masterplan in 2019 and commence capital works from 2020.</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>	 50%	<p>A draft concept masterplan along with a community consultation survey have been prepared for this project. Stakeholder consultation will commence in the third quarter.</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>	 50%	<p>On 12 December 2017 Council resolved to place the Draft District Park Landscape Masterplan for Gordon Recreation Ground on public exhibition. Due to the Christmas period this exhibition shall commence in late January 2018.</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>	 10%	<p>Consultation has been held with key stakeholder groups on this project, however, further work has not progressed.</p> <p>Reason</p> <p>Limited resources and priority to existing projects has stalled the completion of the masterplan.</p> <p>Remedial Action</p> <p>The sportsfield prioritisation matrix has been reviewed and the budget has been revised to complete the Masterplan in 2019 and commence capital works from 2020.</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>	 50%	An amendment to the Plan of Management for the Canoon Road Recreation Area has been placed on Public Exhibition until 1 February 2018. If adopted, this will allow usage of the facility under lights.

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>	 50%	Site analysis is being conducted to determine potential landscape masterplan works for Robert Pymble Park. Proposed works for the landscape masterplan of Gordon Recreation Grounds include upgrades to the existing lighting, path network, playground and amenities building. The consultation process for both masterplans will take place early in the new year. An amendment to the Plan of Management for the Canoon Road Recreation Area has been placed on Public Exhibition until 1 February 2018. If adopted, this will allow usage of the facility under lights.



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>	 50%	Work continued to be undertaken on the Parks Asset Refurbishment Program and annual playground audits which ensure parks assets are maintained and improved to prolong their useful lives. Asset management plans and strategies currently being reviewed to ensure long term sustainability. Current maintenance programs being achieved and community satisfaction is high in relation to recreational facilities.

Key Achievements

Results of Annual Playground Audit improved on previous year's for compliance with safety and Australian Standards.

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>	 50%	<p>Councils Asset Refurbishment Program continued to ensure existing recreation and sporting facilities are being updated to prolong the life of the asset. During this period the team undertook numerous upgrades with the team working on a variety of areas.</p> <p>Irish Town Grove garden and playground area upgraded.</p> <p>Robert Pymble Park - Associated landscaping works including small retaining walls to eliminate erosion.</p> <p>William Lewis Park - refurbishment of playground area.</p> <p>Warrimoo Oval - Upgrade of playground area including landscape areas.</p> <p>Roseville Chase Oval - Upgrade to garden areas around clubhouse including garden edging and planting.</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>	 50%	<p>Staff achieved maintenance programmes to agreed service levels during this period. Council staff undertook the changeover of sporting facilities from winter season to summer season that involved the removal of over 80 sets of soccer, rugby and AFL posts. Staff also uncovered 23 synthetic wickets and prepared the eight (8) turf wicket for commencement of cricket season.</p> <p>All recreation facilities have also been maintained to agreed levels. Tennis courts have been blown and nets checked every two (2) weeks.</p> <p>The Parks team have achieved a 90% attendance rate to each site during the reporting period.</p>

Issue: Enhancing community buildings and facilities



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

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


Critical Action

Code	Description	Progress	Comments
P7.1.1.1	<p>A prioritised program of improvements to community meeting rooms, halls, buildings and facilities is being implemented.</p> <p>Responsible Officer: <i>Director Operations</i></p>	 50%	<p>Tenderers were approved in December 2017 for the amenities refurbishment to Howson Oval, Bicentennial Park and Koola Oval, with works to commence February 2018. Tenders drafted for public toilet refurbishment at Roseville Chase Oval change rooms, Comenarra Playing Field and George Christie Oval.</p>


Operational Plan Tasks

Code	Description	Progress	Comments
P7.1.1.1.1	Utilise building condition data at component level to develop a forward program annually for building refurbishment, and report six monthly. <i>Responsible Officer: Manager Engineering Operations</i>	 50%	Budget preparation for preventative maintenance and capital works was completed for submissions in December 2017.
P7.1.1.1.2	Implement an improvement program for the maintenance, renewal and upgrade of Council's buildings and report on progress. <i>Responsible Officer: Manager Engineering Operations</i>	 50%	The works progress for this Task is on schedule for the 2017/18 year with preparation works for the 2018/19 year submitted.


Critical Action

Code	Description	Progress	Comments
P7.1.1.2	Council progressively introduces sustainability performance standards for Council buildings and facilities. <i>Responsible Officer: Director Operations</i>	 50%	Sustainability performance standards continue to be integrated into Council's major urban renewal projects.


Operational Plan Tasks

Code	Description	Progress	Comments
P7.1.1.2.1	Implement sustainability performance standards for Council buildings and facilities. <i>Responsible Officer: Manager Environment & Sustainability</i>	 50%	Sustainability performance standards continue to be integrated into the Lindfield Village Green and Lindfield Community Hub projects. Sustainability performance standards for Council buildings and facilities continue to be refined and will be finalised in consultation with Council's Asset Management Steering Committee.

Critical Action


Code	Description	Progress	Comments
P7.1.1.3	Council implements an energy and water conservation and efficiency program for Council buildings and facilities. <i>Responsible Officer: Director Strategy & Environment</i>	 50%	Council continued to deliver a range of renewable energy and energy efficiency projects across Council's buildings and facilities as part of its greenhouse gas abatement program.

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>	 50%	<p>Key projects delivered over the past six (6) months, funded through the Environmental Levy, include the installation of a 100kW solar PV system at the Ku-ring-gai Fitness and Aquatic Centre (KFAC) and the installation of energy efficient LED lighting at St Ives Library and Bridge Street depot. A preferred supplier has also been selected for the upgrade of the filtration system at KFAC with energy efficiency features.</p>

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

Critical Action

Code	Description	Progress	Comments
P7.1.2.1	<p>Provide accommodation for identified community services in line with Community Leasing Policy.</p> <p>Responsible Officer: <i>Director Community</i></p>	 68%	<p>Council continued to provide accommodation for various community groups and provided facilities to 465 casual users across 14 community halls and meeting rooms with the largest amount of bookings coming from Gordon Library meeting rooms (20%), West Lindfield Hall (14%) and Ku-ring-gai Town Hall (12%). The facilities are hired for a variety of things including: birthday parties, family functions, corporate meetings, concerts and engagement parties.</p> <p>The halls and meeting rooms continued to be popular in the Ku-ring-gai community with 102 permanent hirers with the most popular facilities being: Gordon Library Meeting Rooms (21%), St Ives Community Hall (15%) and Lindfield Seniors Centre (15%).</p>


Operational Plan Tasks

Code	Description	Progress	Comments
P7.1.2.1.1	<p>Community leases requiring renewal are reviewed and updated in-line with leasing policy.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	 50%	<p>During the period the St Ives Football Club signed for five (5) year term with a 5% increase every year.</p> <p>Gordon Bowling Club closed and Council is now assessing opportunities for leasing out for meeting rooms.</p>
P7.1.2.1.2	<p>Provide community halls and meeting rooms to permanent and casual hirers.</p> <p>Responsible Officer: <i>Manager Community & Recreation</i></p>	 85%	<p>During the reporting period Council provided facilities to:</p> <p>* 465 casual users across 14 community halls and meeting rooms with the largest amount of booking(s) coming from Gordon Library meeting rooms (20%), West Lindfield Hall (14%) and Ku-ring-gai Town Hall (12%). The</p>



	Services	<p>facilities are hired for a variety of functions.</p> <p>* 102 permanent hirers with the most popular facilities being: Gordon Library meeting rooms (21%), St Ives Community Hall (15%) and Lindfield Seniors Centre (15%). The halls and meeting rooms continue to be popular in the Ku-ring-gai community where we've had to turn away numerous potential hirers due to shortage of space in popular time periods.</p>
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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>	 80%	<p>The Ku-ring-gai Destination Management Plan was finalised in August 2017. Two major events identified in the report, the St Ives Medieval Faire and the Wildflower Art and Garden Festival were successfully staged some weeks later.</p> <p>Discussions continued with Ecoline Pty. Ltd. (high ropes operator) to provide a new family recreational opportunity at St Ives Showground. The company chose a site adjacent to Council's newly planned Regional Playground. Ecoline will re-visit the site in February 2018 with a view to planning and submitting a development application.</p> <p>The St Ives Showground has been heavily booked for external hirers with Aussie Night Markets successfully returned for one session after the winter lay-off and regular events such as St Ives Orchid Fair, Oxfam Trail walker Event, Warringah Dressage, Council Waste Collection and Northside Budgerigar Society Show all attracted good patronage. Weber's circus also had a successful two-week season.</p> <p>During the period Council continued to develop environmental resources and programs for schools and young people at the Wildflower Garden, The Bush Kids School Holiday programs, Pre-school and After-School programs and Bush Birthday Parties have proved extremely popular. New programs were introduced to Spring and Summer Holiday programs. The Dampier's Clearing Picnic Ground was refurbished which resulted in higher use for excursions.</p>

Key Achievements


St Ives Medieval Faire was held in September 2017 and attracted a record crowd and media coverage of the first World Jousting Championships.

Operational Plan Tasks


Code	Description	Progress	Comments
P7.1.2.2.1	<p>Work with identified business operators to plan and deliver new recreation and business opportunities identified in the St Ives Precinct Plan of Management.</p> <p>Responsible Officer: Manager Community & Recreation Services</p>	 75%	<p>Discussions continued with Ecoline Pty. Ltd. (high ropes operator) to provide a new family recreational opportunity. The company chose a site adjacent to Council's newly planned Regional Playground. The playground project couldn't go ahead until all planning and conservation issues were resolved. These issues were finalised and calls for tender on that project went out at the end of 2017. Ecoline have seen the plans and will re-visit the site in February 2018 with a view to planning and submitting a DA. A mid-late 2018 start is the aim.</p>

			Aussie Night markets re-commenced in spring after a winter break but numbers were down. The company have abandoned plans to operate at the Showgrounds in 2018 but have expressed interest in using the Village Green from mid-2018. Negotiations continued with Organic Food Markets.
P7.1.2.2.2	Promote Caley's Pavilion and Wildflower Gardens as a multipurpose venue for weddings, functions and corporate events. Responsible Officer: Manager Community & Recreation Services	 80%	During the period the use of Caley's Pavilion continued to grow. Advertising and promotion of the venue continued through various channels . Research into specific wedding sites was conducted. It is planned to do further promotion during the first half of 2018. In the last two months of the year new turf was laid and new gravel tracks in the garden were made. Various functions were held during the period.
P7.1.2.2.3	Implement programs and events to expand usage at the Wildflower Garden and St Ives Showground as a regional visitor precinct Responsible Officer: Manager Community & Recreation Services	 85%	During the past six (6) months regular activities were held at the St Ives Showground (more than 500 individual bookings) and Wildflower Garden (42 Function Bookings and 184 Bush Birthday activities). The Showground bookings include the regular programs plus increased bookings from casual commercial dog groups. The Medieval Faire attracted its biggest audience yet of over 17,000 people. Proposals for an Outdoor Cinema and Vintage Car Rally didn't proceed but are being considered again for 2018. At the Wildflower Garden, in addition to the holiday programs, regular educational activities and hiring of Caley's Pavilion and the picnic areas, the annual Wildflower Art and Garden Festival was successfully held again with attendance at around 1,500. Plans are in place to present a camping experience, run a music/ coffee program and re-present an outdoor Shakespearian play in Autumn. Attendance at each venue was strong. Overall attendance at the St Ives Precinct for the period was more than 100,000.

Critical Action

Code	Description	Progress	Comments
P7.1.2.3	Tennis and court facilities are available for coaching, programs and social play. Responsible Officer: Director Community	 80%	In July 2017 Council became a 'Council member' of Tennis NSW which has a variety of benefits for the community and Council. During the reporting period Council continued to provide tennis and court facilities to the community for coaching, programs and social bookings.

Operational Plan Tasks

Code	Description	Progress	Comments
P7.1.2.3.1	Work with industry and providers to improve the quality of tennis services and access to facilities for participation. Responsible Officer: Manager Community & Recreation Services	 80%	In July 2017 Council became a 'Council member' of Tennis NSW which has benefits such as: access to a wide range of tennis programs (Hot Shots, Cardio Tennis), insurance, access to the National Court Rebate Scheme as well as access to experienced and knowledgeable staff about how to improve our tennis business and services for the community. Tennis NSW has undertaken five (5) x site surveys at five (5) tennis location in Ku-ring-gai (Roseville Park, Allan Small, Lindfield Park, Warrimoo and St Ives






			Village Green). This is to potentially (subject to funding) roll out the new Tennis Australia 'Book a Court' system which enables players to use a unique code to unlock the courts upon booking them. The system produces meaningful data for Council and Tennis NSW of the demographics of tennis players and the system decreases the use of unauthorised bookings and lost revenue. Quotes form Tennis Australia have been received to install the system and range between \$10,000 - \$20,000 depending on the site. Project bids will be put up to Council in order to access funding for this new resource which will help increase Council's revenue and tennis participation as well as reduce unauthorised bookings.
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Critical Action

Code	Description	Progress	Comments
P7.1.2.4	Golf courses are professionally managed in line with industry standards. <i>Responsible Officer: Director Community</i>	 70%	During the period Gordon and North Turrumurra golf courses continued to be professionally managed in line with industry standards and have seen consistent use. Council employed new staff to manage the golf professional services at Gordon Golf Course with the shop and course open sunrise to sunset 7 days a week. The competition management is now more streamlined and online using MiClub online booking system for members and public. A new point of sale system has also been installed with cart tracking as well as a revamped website for information and bookings. The pro shop now has the latest and best quality golf stock and we have 10 new hire pull buggies, 1 electric buggy, 2 men's and 1 ladies full hire sets to the hire equipment available. The shop presentation has been improved with industrial grade carpet flooring and glass double doors to make the shop more welcoming and energy efficient. The golf professional is now offering new group clinics with weekend clinics being developed for 2018.

Operational Plan Tasks

Code	Description	Progress	Comments
P7.1.2.4.1	Continue to develop programs, services and marketing the new North Turrumurra course layout as part of North Turrumurra Recreation Area (NTRA) to existing and potential customers with the support of the course contracted professional. <i>Responsible Officer: Manager Community & Recreation Services</i>	 50%	Marketing plans and plans to improve food and services are progressing in consultation with our contractor.


P7.1.2.4.2	<p>Golf Course professional services are operating to meet customer and industry standards.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	 80%	<p>Council is continuing to ensure that golf course professional services are operating to meet industry standards the community.</p>
P7.1.2.4.3	<p>Manage the transition to Council directly operating the ongoing professional services at Gordon Golf Course pro-shop.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	 80%	<p>During the reporting period the following was undertaken:</p> <ul style="list-style-type: none"> * implemented MiClub online booking system for members and public and registered over 300 Public players into the database; * introduced XPos Point of Sale system for every sale with stock control and green fee/cart tracking; * ran four (4) x 2hr junior school holiday clinics for 10+ participants each clinic (4 more clinics scheduled for late January in the School Holidays); * set up over 30 supplier accounts for stock ordering; * switched beverage suppliers from Socrates to Schweppes to save an average of around \$0.50 per unit; * added 10 new hire pull buggies, 1 electric buggy, 2 men's and 1 ladies full hire sets to the hire equipment available at Gordon; * restocked empty pro shop with the latest and best quality golf stock (retail shop sales consistently increasing); * installed new industrial grade carpet flooring to address WHS issues and also installed glass double doors for pro shop entry (easier to identify entry, makes more welcoming, assists with air conditioning, keeps heat, cold, wind, dirt, insects, birds out); * appointed a Golf Team leader and two (2) new casuals who are valuable assets to the team; * implemented Galaxy system - one key for all locks; * cleaned up back kitchen area to make a suitable kitchen/break area (also now equipped with fridge and microwave); and * serviced golf cart fleet after one year of leasing (to be done 6 monthly moving forward).

Issue: Improving the standard of our infrastructure

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

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



Critical Action

Code	Description	Progress	Comments
P8.1.1.1	Development Contributions Plans are updated and implemented. <i>Responsible Officer: Director Strategy & Environment</i>	 50%	The status of both Contributions Plans are monitored constantly and an analysis of the 2016 census data and scoping of updated studies is underway for the 2010 Plan. A review of the Ku-ring-gai s94A Contributions Plan 2015 has commenced.

Key Achievements


Council's Contributions plans continue to deliver a wide range of infrastructure and assets for our growing community.

Operational Plan Tasks


Code	Description	Progress	Comments
P8.1.1.1.1	Instigate a review of the Contributions Plan when appropriate. <i>Responsible Officer: Manager Urban Planning</i>	 50%	A review of the Ku-ring-gai Contributions Plan 2010 has commenced scoping inclusive of analysis of the 2016 census data and scoping of updated studies required. It will be undertaken concurrent with the wider strategic planning programme during 2018. The deferred housekeeping review of Ku-ring-gai s94A Contributions Plan 2015 has commenced.
P8.1.1.1.2	Manage current contributions system, receipting and indexation. <i>Responsible Officer: Manager Urban Planning</i>	 50%	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 Prices Index and works are inflated by the Consumer Price Index. The latest release took place on Tuesday 12 December 2017 and the update went live overnight.

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


Critical Action

Code	Description	Progress	Comments
P8.1.2.1	Asset Management Plans are in place for all asset classes and identify community expectations and defined service levels. <i>Responsible Officer: Director Operations</i>	 55%	In preparation for the next round of Integrated Planning and Reporting (IP&R) Council staff commenced a number of reviews on asset condition data, service levels along with funding allocations for maintenance and renewal of infrastructure assets. The results will be incorporated into the new Resourcing Strategy, Asset Management Strategy and subsequently into specific Asset Management Plans. These important IP&R processes are a statutory requirement for Council and will be presented to the community in May 2018 for consultation




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>	 55%	The program of inspections for roads, footpath, kerb and gutter was conducted in accordance with the Policy. The maintenance of roads, footpaths and drainage was recorded in Enterprise Asset Management (EAM). The renewal/ upgrade of asset was also recorded in EAM. The drainage assets database was reviewed between July - September and incorporated into EAM in October.


Critical Action

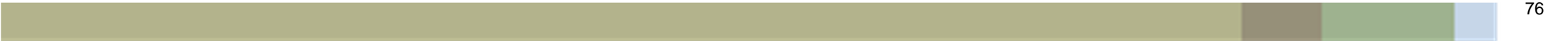
Code	Description	Progress	Comments
P8.1.2.2	<p>Councils capital works and operational programs are delivered.</p> <p>Responsible Officer: Director Operations</p>	 56%	Allocated funding of over \$8 million for roads capital works is on track to be completed by June 2018. Drainage capital works is progressing satisfactorily with work commencing in January 2018 at 90 Babbage Road Roseville Chase and other minor drainage works completed. The Lady Game Drive road safety improvement project was delayed with tenders to be called in January 2018. The footpath program is progressing satisfactorily. A 20m and 9m span pedestrian bridges at Bicentennial Park West Pymble were re-scheduled for February 2018 in order to commence after major community events.

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>	 47%	The roads capital works program is on track to be completed by May 2018. Drainage works are progressing satisfactorily with work due to commence in January/ February 2018 at 90 Babbage Road St Ives Chase. Lady Game Drive road safety improvement project was delayed. The footpath program progressing satisfactorily.
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>	 75%	Draft programs for drainage 2018/19 to 2022/23 was submitted for approval, with road and programs being prepared for 2018/2019. Car park improvements were submitted for Howson Oval Wahroonga, and draft programs submitted for 2019/20 for five (5) car park upgrades. The bridges program was submitted for two bridges - Rosedale Road Roseville Chase and at Bicentennial Park West Pymble.
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>	 55%	The roads program is on track for completion in May 2018. The footpath program is partially completed and overall progressing well with the path on Stanley Street St Ives being deferred and the budget to be allocated to a new path on Rosedale Road St Ives kiss-and-drop area for Gordon East public School. Works programmed for completion in January school holidays. The footpath on Rothwell Road Turramurra was designed and waiting on cost estimate.



P8.1.2.2.4	<p>Complete Drainage Capital Works Program on time and on budget.</p> <p>Responsible Officer: <i>Director Operations</i></p>	 46%	<p>Contractors are engaged to commence drainage capital works at 90 Babbage Road Roseville Chase in January/ February 2018, however the drafting of a new pipe design for Oliver Road Roseville was delayed due to the prioritisation of projects. The minor drainage works were completed at Young Street Wahroonga and works at Ann-Marie Close St Ives are progressing satisfactorily.</p>
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Theme: Access, Traffic and Transport

Issue: Integrated and Accessible Transport.



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



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

Critical Action

Code	Description	Progress	Comments
T1.1.1.1	<p>An improvement plan is being implemented for bus stops, bus shelters, bikeways and footpath networks having regard for the access, health and recreational needs of the community.</p> <p>Responsible Officer: Director Operations</p>	 42%	<p>During the reporting period 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, is being progressed by Council's Design Team.</p> <p>Reason</p> <p>The upgrade of identified bus stops, in accordance with the Disability Discrimination Act, is being dealt with by Council's Design Team.</p> <p>Remedial Action</p> <p>Council's Design Team is continuing to progress designs for upgrades.</p>


Operational Plan Tasks

Code	Description	Progress	Comments
T1.1.1.1.1	<p>Ensure consistency between Council policies and the Integrated Transport Strategy.</p> <p>Responsible Officer: Manager Urban Planning</p>	 50%	<p>Apart from the draft Car Share Vehicle Policy (in development) and the revision to the Footpath Dining Policy, there were no new or updated policies during the six (6) months to December 2017 that needed a consistency check with the Integrated Transport Strategy.</p>
T1.1.1.1.2	<p>Progressively implement the Pedestrian Access and Mobility Plan (PAMP) recommendations.</p> <p>Responsible Officer: Manager Traffic & Transport</p>	 50%	<p>In draft form, the PAMP continued providing guidance on the provision of pedestrian facilities to improve accessibility, and reduce severance caused by barriers such as arterial roads and railways. 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"> - continued planning for new connections between Pacific Highway and 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). - continued planning pedestrian (and bicycle) provision on new bridge over

			railway between Ray Street and Rohini Street Turramurra (early planning phase).
T1.1.1.1.3	Continue to implement the Bike Plan. Responsible Officer: <i>Manager Traffic & Transport</i>	 50%	Works related to the Roseville 1 route around Babbage Road Roseville Chase were implemented during the reporting period. Transport for NSW notified Council that it was unsuccessful in attracting funding for its three (3) nominated Active Transport projects (Lindfield Avenue separated cycleway, Kochia Lane shared path and Killeaton Street separated cycleway). These were resubmitted for the next round of funding (2018/2019 year). In addition to this, discussions commenced with Northern Beaches Council and Willoughby City Council to prepare a funding submission for a feasibility study into a regional cycle route connecting Chatswood CBD with Northern Beaches Hospital Precinct/ Frenchs Forest (via Roseville Chase). For the Ku-ring-gai component of this route, it roughly corresponds with the Roseville 1 cycle route in the Bike Plan. This was also submitted for a funding application under Transport for NSW's 2018/ 2019 Active Transport program.
T1.1.1.1.4	Progressively upgrade bus stops in accordance with the Disability Discrimination Act requirements and 5 year program (to allocated budget). Responsible Officer: <i>Manager Engineering Operations</i>	 20%	Opal data was received from Transdev during the reporting period, however Council is still waiting on Forestville and Sydney Buses data. Once this data is received, priority stops can be understood and schedules completed to progress the design process. Reason Resources are currently allocated to other design projects and resignation of one staff. Remedial Action Recruitment is under way and rescheduled designs can commence next quarter.

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


Critical Action

Code	Description	Progress	Comments
T1.1.2.1	Implement appropriate recommendations from the Ku-ring-gai Integrated Transport Strategy. Responsible Officer: <i>Director Strategy & Environment</i>	 50%	During the reporting period, planning was progressed for the Activate Ku-ring-gai local centres major projects (Lindfield, Turramurra and Gordon) for bicycle routes and facilities to provide safe and convenient linkages.

Key Achievements


A network of safe and convenient links to local centres, major land uses and recreation opportunities is being planned and implemented for Ku-ring-gai.

Operational Plan Tasks

Code	Description	Progress	Comments
T1.1.2.1.1	Incorporate the provision of bicycle facilities in key locations such as local centre hubs and new open space <i>Responsible Officer: Manager Urban Planning</i>	 50%	Planning progressed for the Activate Ku-ring-gai local centres major projects (e.g. in Gordon and Turramurra) for the inclusion of bicycle facilities, although these projects are still in the early stages of planning.

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


Critical Action



Code	Description	Progress	Comments
T1.1.3.1	Liaise with State agencies to provide improved commuter parking and bus interchanges. <i>Responsible Officer: Director Strategy & Environment</i>	 50%	Council has worked closely with Transport for NSW, RMS, Department of Planning and the Greater Sydney Commission to seek improvements for public transport, commuter parking and improved bus services across the local government area, and within the specific master planning projects for the local centres of Lindfield, Turramurra and Gordon.

Key Achievements

Council continued to advocate for a range of improved transport choices and to integrate public transport facilities and improved services to meet our changing community needs.


Operational Plan Tasks

Code	Description	Progress	Comments
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>	 50%	In August 2017, Council staff lodged a submission to the Parliamentary Inquiry into Commuter Car Parking in New South Wales, which highlighted the importance of commuter parking in reducing vehicle congestion and trips. It also argued, amongst other things, that there is a substantial shortfall of commuter parking in Ku-ring-gai, and that strategies such as mini satellite car parks around the fringes of railway stations should be considered, with frequent bus connection to the railway station. It also proposed "first/last mile" measures to improve access to railway stations. Council staff also are continuing to work with Transport for NSW towards the provision of commuter parking in the Lindfield Village Hub and Lindfield Village Green projects.

T1.1.3.1.2	Advocate with Transport for NSW and bus providers to target improvements to bus services connecting nearby centres with Ku-ring-gai including Mona Vale - Macquarie Park route/Chatswood-Dee Why/Northern Beaches. <i>Responsible Officer: Manager Urban Planning</i>	 50%	The Greater Sydney Commission's draft Greater Sydney Region Plan was released during the reporting period with Council's submission advocating 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 through improvements to bus services along the Mona Vale-Macquarie Park corridor and along the Boundary Street/Babbage Road/Warringah Road corridor.
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>	 50%	During the six (6) months to December, Council staff continued to consult with Transport for NSW on key projects to improve public transport access and connections, particularly in relation to Council's major projects in Lindfield.

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


Critical Action

Code	Description	Progress	Comments
T1.1.4.1	Information and education programs focus on alternatives to private car use. <i>Responsible Officer: Director Strategy & Environment</i>	 50%	A consultant was engaged to develop an interactive Transport Access Guide for specific schools, to encourage alternative modes of transport. During this project, Council's Road Safety Officer provided assistance by liaising with schools and obtaining approval for project participation, collating information from schools and providing them to graphic designers and supplying images/text to be included in the brochure. The project is in its end stage and all works have been completed to develop an electronic version of maps to each schools showing alternate modes of transport. Schools will soon be notified about the Transport Access Guide.

Key Achievements

The Transport Access Guide has been completed.

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>	 50%	In collaboration with Sustainability and Communications staff, the Ride2Work 2017 event was held on Wednesday 18 October 2017. There were approximately 80-100 participants to the event, with the majority of bike riders having a destination in Sydney CBD. There was also some bike riders with a destination in Ku-ring-gai, which is encouraging. Electrically assisted bicycles (e-bikes) are beginning to appear at the event.

Issue: Local Road Network

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

Term Achievement: Road network safety and efficiency are improved and traffic congestion is reduced.


Critical Action

Code	Description	Progress	Comments
T2.1.1.1	Implement road network improvements based on 10 year Traffic and Transport Plan. <i>Responsible Officer: Director Operations</i>	 50%	The 10 year Traffic and Transport Plan is being implemented and reviewed in line with Council's policies and plans. It is anticipated that the final review of this document will be completed in the second half of 2017/18 and subsequently presented to Council for consideration.


Key Achievements

Council continues to implement road network improvements based on 10 year Traffic and Transport Plan.



Operational Plan Tasks

Code	Description	Progress	Comments
T2.1.1.1.1	Implement the 10 year Traffic and Transport Program. <i>Responsible Officer: Director Operations</i>	 50%	During 2016/17 and in the first half of 2017/18, the exercise to review the 10 year Traffic and Transport Plan continued. The document was reviewed by traffic staff and Council's Strategic Traffic Engineer and all plans attached to this document were reviewed/ updated and finalised. However, as more detailed analysis of data and interpretations are required to be completed, the review of this document is still ongoing. Concurrently, works in the Ku-ring-gai Contributions Plan 2010 have been included in the 10 year Traffic and Transport Plan with indicative timings. It is expected to complete the final review of this document in the second half of 2017/18 and present to Council for consideration.

Critical Action

Code	Description	Progress	Comments
T2.1.1.2	Parking is managed to balance the supply and demand of available parking spaces. <i>Responsible Officer: Director Development & Regulation</i>	 50%	The regulation of parking has proceeded in accordance with the management plan with Council Officers carrying out parking patrols over a seven (7) day period.

Operational Plan Tasks


Code	Description	Progress	Comments
T2.1.1.2.1	Review parking in all centres. <i>Responsible Officer: Director Operations</i>	 50%	As part of the Lindfield Village Green Project, in November 2017, Council was requested to endorse the investigation of paid parking as a funding mechanism and parking management solution across all the local centre projects. Following this resolution, requests for quotations have been prepared and distributed to potential traffic and parking consultants for costings.
T2.1.1.2.2	Regulatory enforcement is undertaken in accordance with Council's Compliance Policy. <i>Responsible Officer: Manager Compliance & Regulation</i>	 50%	Council Rangers monitored and enforced all State roads, local roads, council owned carparks and school zones in accordance with Council's Compliance Policy. Council Rangers issued 4,113 penalty notices for various offences which equates to \$687,928. For the half of the reporting period, the Regulatory team have issued 8,342 parking penalty notices which equated to the amount of \$1,360,356. Usual trends for the month of December have seen a decline in revenue due to the school and Christmas holiday periods. Council received 372 parking complaints during this reporting period. 51 for blocked driveways, 17 for carparks, 33 boat trailers and 258 for on-street offences. For the half of the reporting period, the Regulatory team received and responded to 809 parking complaints. Council Rangers also maximised the use of Council's Licence Plate Recognition vehicle with daily patrols of all carpark areas.

Issue: Regional Transport Network


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

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


Critical Action

Code	Description	Progress	Comments
T3.1.1.1	Collaborate with regional partners to pursue a Northern Beaches transit link. <i>Responsible Officer: Director Strategy & Environment</i>	 50%	Council participates in North District regional forums including the North Shore Regional Organisation of Councils (NSROC) and the Draft North District Planning process to advocate for and present Ku-ring-gai's policy objectives.
Key Achievements			
A Northern Sydney Regional of Councils approach will be investigated regarding the potential to introduce local resident parking stickers around railway stations.			


Operational Plan Tasks

Code	Description	Progress	Comments
T3.1.1.1.1	<p>Participate in North District regional forums including North Shore Regional Organisation of Councils (NSROC) to advocate for and present Ku-ring-gai's policy objectives.</p> <p>Responsible Officer: <i>Manager Urban Planning</i></p>	 50%	<p>During the reporting period, there has been limited activity in North District regional forums, including North Shore Regional Organisation of Councils (NSROC) to advocate for and present Ku-ring-gai's policy objectives, including pursuing a Northern Beaches transit link. Due to the B-line service expected to commence operation in the next quarter, the next transit link to receive attention in the North Region could be the Chatswood - Dee Why (via Frenchs Forest) link, although no formal announcement has been made yet.</p> <p>Discussions have occurred between surrounding Council transport planning staff regarding proposals by various North Shore Councillors and State Members of Parliament to introduce local resident parking stickers around railway stations. Discussions to develop a unified investigation/policy/approach are likely to commence in early 2018.</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>	 50%	<p>During this reporting period Council monitored and reviewed plans for the NorthConnex Stage 2 Urban Design and Landscape Plan.</p>


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>Director Operations</i></p>	 50%	<p>During the period, the NorthConnex Stage 2 Urban Design and Landscape Plan was placed on public exhibition. It illustrated the tunnel design, sustainability, architectural and landscape design of operational ancillary facilities. The works that the Plan focused on are located on the western side of the M1 Motorway, in the Hornsby Shire Council area and therefore do not impact on Ku-ring-gai Council directly.</p> <p>The new two lane southbound road bridge was completed (in proximity to Pacific Highway), and work continued to widen the M1 Motorway to allow for a new northbound lane arrangement and noise walls, southbound tunnel entry ramp and northbound tunnel exit ramp.</p>

Critical Action

Code	Description	Progress	Comments
T3.1.1.3	Implement road network improvements identified in the Ku-ring-gai Contributions Plan 2010. Responsible Officer: Director Operations	 50%	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. Works are typically development or Council project driven and will depend on development occurring in the local centres. During the reporting period progress on projects occurred in Gordon, Lindfield and Turramurra.

Operational Plan Tasks


Code	Description	Progress	Comments
T3.1.1.3.1	Plan for works in response to development in local centres. Responsible Officer: Manager Urban Planning	 50%	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. Once the master planning process for the Cultural Hub in Gordon recommences, then the transport planning/ modelling can also recommence. The Dumaresq Street - Moree Street road link is in the early stages of construction, with some developments proceeding adjacent to the new road link which rely on it for vehicular access (upon completion). During the period, there was no further progress in commencing a design for the modification and widening of Fitzsimons Lane, in connection with voluntary planning agreements (VPAs) with adjoining mixed use developments. <ul style="list-style-type: none"> - Lindfield Local Centre. A funding application was submitted for 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 the Lindfield local centre. Transport consultants have been continuing to refine the transport model for the Lindfield local centre in response to the Roads and Maritime Services (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. A proposal for an alternative at-grade crossing has been submitted to RMS and is currently subject to review. RMS is also reviewing Council's traffic model and is investigating refinements to the model. <ul style="list-style-type: none"> - Turramurra Local Centre. RMS has reviewed the transport model for the Turramurra Local Centre and raised concerns with certain aspects and parameters used in the model. A



			meeting was arranged with RMS modelling representatives and Council's modelling consultant to examine the issues and agree on additional work required to satisfy RMS. Following the meeting, a path forward was agreed, and RMS advised some additional modelling work that Council would need to undertake to satisfy RMS requirements. It is expected this additional work would be undertaken in the first half of 2018.
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Term Achievement: Council engages with the State Government to upgrade regional roads and reduce congestion in the local road network.

Critical Action

Code	Description	Progress	Comments
T3.1.2.1	<p>A program of prioritised works has been developed and is being implemented in partnership with State government to improve the efficiency of major roads.</p> <p>Responsible Officer: Director Operations</p>	 <p>50%</p>	<p>There are a number of major projects in Council's development Contributions Plan and Long Term Financial Plan that involve improvements to major roads. Recent major projects include:</p> <ul style="list-style-type: none"> - Lindfield Community Hub and Lindfield Village Green - improvements to Pacific Highway and nearby local roads in Lindfield are being incorporated in the respective scopes - Turramurra Community Hub - improvements to Pacific Highway and nearby local roads in Turramurra are being incorporated in the project scope. - Gordon Cultural and Civic Hub - improvements to Pacific Highway and nearby local roads in Gordon will be considered in the project scope. - Lady Game Drive - Council received 100% funding (\$1.364 million) from Roads and Maritime Services (RMS) for improvements to a section between Blackbutt Creek and De Burgh Road, and this project is progressing well with the time frame to complete it by end of this financial year. RMS have recently approved in principle the variation to this project. Council will be submitting a proposals for funding under the Australia Black Spot and NSW Safer Roads program to introduce measures to minimise the risk of head on collisions on Killeaton Street west of Warrimoo Avenue. Pedestrian refuges will be constructed on Burns Road between Trentino Road and Finchley Place, and on The Comenarra Parkway to the south of Parker Avenue (west). These works are expected to be completed before the end of June 2018.



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>	 50%	<p>During the reporting period, the following funding nominations were prepared and submitted to RMS as part of the Australian Government Black Spot and NSW Safer Roads Program:</p> <ul style="list-style-type: none">* Lady Game Drive and Highfield Road/Moore Avenue Lindfield - upgrade roundabout* Pacific Highway and Strickland Avenue Lindfield - install new traffic signals* Archbold Road Roseville - install w-beam barrier on western side of Archbold Road opposite Addison Avenue <p>Council is expected to be notified of successful nominations in the first half of 2018.</p>


Theme: Local Economy and Employment

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


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

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


Critical Action

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


Operational Plan Tasks

Code	Description	Progress	Comments
E1.1.1.1.1	<p>Continue to identify opportunities to promote and strengthen local economy and employment growth in liaison with the Office of the NSW Small Business Commissioner, NSW Business Chamber, local Chambers of Commerce and surrounding councils.</p> <p><i>Responsible Officer: Manager Corporate Communications</i></p>	 50%	<p>Council staff actively engaged with multiple groups to identify opportunities to promote and strengthen local economy and employment growth. This involved regular correspondence, meetings and conversations to promote events and to gather information and insights about the current and future economic environment.</p> <p>Staff recently convened a new group of economic development professionals from Councils across the Northern Sydney region to share knowledge and identify opportunities for collaboration on business support and events programs. The group meets quarterly and currently has representation from Ku-ring-gai, City of Ryde, Northern Beaches, North Sydney and Willoughby Councils.</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><i>Responsible Officer: Director Community</i></p>	 50%	Council continued to collaborate with economic partners, to promote Ku-ring-gai as a place to invest in business and employment generating activities. This included programs with the Office of the NSW Small Business Commissioner, NSW Business Chamber, local Chambers of Commerce, surrounding councils and the University of Western Sydney.


Operational Plan Tasks

Code	Description	Progress	Comments
E1.1.1.2.1	Continue to engage local businesses in revitalisation projects in Lindfield and Turramurra Local Centres to ensure business/ economic and employment needs inform decision-making. <i>Responsible Officer: Manager Corporate Communications</i>	 50%	During the reporting period, Council continued to inform local businesses about the local centres programs and opportunities for involvement as the program progresses.

Critical Action


Code	Description	Progress	Comments
E1.1.1.3	Build partnerships with business and stakeholders to promote business opportunities. <i>Responsible Officer: Director Community</i>	 50%	Council maintains ongoing dialogue and targeted communications where appropriate to promote Ku-ring-gai business opportunities and activities. This is done via the Ku-ring-gai Business Connections E-news as well as targeted email and social media communications.

Operational Plan Tasks


Code	Description	Progress	Comments
E1.1.1.3.1	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. <i>Responsible Officer: Manager Corporate Communications</i>	 50%	Council's targeted engagement program continued during the reporting period via the e-newsletter, social media and direct email. Council staff actively identify and distribute relevant business related information about activities of Council, as well as other government agencies, peak bodies and local groups such as the Chambers of Commerce.

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


Critical Action

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


Operational Plan Tasks

Code	Description	Progress	Comments
E1.1.2.1.1	Actively engage with businesses in local centres to ensure their needs are accommodated in local centre upgrades. <i>Responsible Officer: Manager Corporate Communications</i>	 50%	Council continued to engage the local business community about the local centres programs as they progressed during the reporting period.

Critical Action

Code	Description	Progress	Comments
E1.1.2.2	Pursue opportunities for events at local places and spaces to strengthen the local economy. <i>Responsible Officer: Director Community</i>	 50%	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>	 50%	All events are organised within the existing Council guidelines and policy framework to ensure consistent delivery and successful outcomes. This includes sponsorship, management of information and work, health and safety.

Issue: Partnering for business and employment growth



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

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


Critical Action

Code	Description	Progress	Comments
E2.1.1.1	Work with economic partners to develop common strategic economic employment objectives for Ku-ring-gai. <i>Responsible Officer: Director Community</i>	 50%	Council maintains ongoing communications with local and state Chambers of Commerce and other state agencies. Council delivers regular business events (two events in the period) and is currently planning for the next business forum scheduled for early 2018.


Operational Plan Tasks

Code	Description	Progress	Comments
E2.1.1.1.1	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 promote collaboration between business and Council. <i>Responsible Officer: Manager Corporate Communications</i>	 50%	Council continued to engage with local businesses and chambers of commerce through its events program. During the period Council delivered five (5) events with approximately 200 attendees covering topics such as local advertising and sponsorship, networking skills, marketing and developing strategic alliances. Event feedback is consistently positive with over 95% of attendees (who provide feedback) indicating they add value to their businesses and will attend future events.
E2.1.1.1.2	Create and deliver e-newsletters to local business subscribers about issues of interest to the local business community. <i>Responsible Officer: Manager Corporate Communications</i>	 50%	The business e-news continued to be distributed on a monthly basis. During the period subscriptions to the e-newsletter increased by 81 (11%). The newsletter contains details of Council and local business events, as well as relevant information from Federal and State Government agencies such as the NSW Department of Industry and the Federal Department of Industry, Innovation and Science.

Critical Action

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

Operational Plan Tasks


Code	Description	Progress	Comments
E2.1.1.2.1	<p>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 training and events programs to broaden economic employment opportunities for Ku-ring-gai residents.</p> <p>Responsible Officer: <i>Manager Corporate Communications</i></p>	 <p>50%</p>	<p>Council actively seeks involvement and support from local and regional business stakeholders including chambers of commerce, State Government and academic institutions. For example representatives from the NSW Small Business connect program are regularly involved in events with a view to encourage participants to sign up for free and subsidise business coaching/advice sessions from business advisors funded by the State Government. During the period, over 22 businesses engaged the Business Direct Advisors as a direct result of the events.</p> <p>In addition Council worked with students from Western Sydney University to undertake research with local businesses to assess the health of their businesses and identify opportunities for support.</p>

Issue: Visitation opportunities


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

Term Achievement: Tourism business has been strengthened and expanded.

Critical Action


Code	Description	Progress	Comments
E3.1.1.1	<p>Work with partners to develop a tourism and visitation strategy for Ku-ring-gai.</p> <p>Responsible Officer: <i>Director Community</i></p>	 <p>80%</p>	<p>Work continued to take place on tourism related activities such as the Regional Playground, High Ropes and Organic Markets at St Ives Showground plus a new music/ coffee program, outdoor Shakespeare experience and weekend overnight camping program at the Wildflower Garden. Discussions with National Parks and Wildlife Service continued regarding walking trails and Aboriginal and Heritage walks. Work continues on developing events for the St Ives Showground and attracting external events.</p>

Operational Plan Tasks


Code	Description	Progress	Comments
E3.1.1.1.1	<p>Finalise plan and commence key actions identified in the Ku-ring-gai Destination Management Plan 2017 to 2020.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	 <p>80%</p>	<p>The Ku-ring-gai Destination Management Plan was finalised on 20 August 2017. Two major events identified in the report, the St Ives Medieval Faire and the Wildflower Art and Garden Festival were successfully staged some weeks later. Discussions have taken place internally regarding an Events section, tendering out the St Ives Medieval Faire and consideration is being given to engaging a Tourism Consultant to work on delivering some of the recommendations. A Mustang Car event is also booked for January 2018.</p>

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

Critical Action

Code	Description	Progress	Comments
E3.1.2.1	<p>Work with partners to develop a marketing program that recognises, promotes and supports local activities, both new and existing.</p> <p><i>Responsible Officer: Director Community</i></p>	 <p>50%</p>	<p>Council regularly promotes and supports a wide range of local activities including the Wahroonga Food and Wine Festival, a new organic food market in Turramurra, the St Ives Show, Eryldene events and various service clubs events and activities.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
E3.1.2.1.1	<p>Undertake a marketing program annually that recognises, promotes and supports local activities, both new and existing.</p> <p><i>Responsible Officer: Director Community</i></p>	 <p>50%</p>	<p>Council regularly promotes and supports a wide range of local activities including the Wahroonga Food and Wine Festival, a new organic food market in Turramurra, the St Ives Show, Eryldene events and various service club events and activities.</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: The aspirations, objectives and priorities of our community are reflected in the Ku-ring-gai Community Strategic Plan - 'Our Community Our Future 2030' and inform Council's policy development, decision-making and program delivery.

Critical Action

Code	Description	Progress	Comments
L1.1.1.1	<p>Conduct a structured engagement program with the community around issues, challenges and opportunities affecting the achievement of agreed outcomes for Ku-ring-gai.</p> <p>Responsible Officer: Director Community</p>	 50%	<p>Engagement activities are closely monitored across the Council to ensure delivery of consistent high quality community engagement and that it is appropriately recorded and reported. All Integrated Planning and Reporting has been conducted in accordance with the <i>Local Government Act, 1993</i>. Council is in the process of reviewing and preparing new Integrated Planning and Reporting documents, including the Community Strategic Plan, Resourcing Strategy, Delivery Program and Operational Plan.</p>


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: Manager Corporate Communications</p>	 50%	<p>Community engagement staff have been working closely with other departments across council to assist in delivering and reporting on engagement projects. In this period staff have been encouraged to make use of council's online engagement portal and more effective use of social media to promote opportunities for involvement. During the period the online portal received over 1,500 unique visitors, with maximum daily page views of 1,254.</p>
L1.1.1.1.2	<p>Report on the progress of the adopted Community Strategic Plan 2030.</p> <p>Responsible Officer: Manager Integrated Planning Property & Assets</p>	 50%	<p>During the reporting period an End of Term Report was presented to the outgoing Councillors at the meeting of the 22 August 2017. Council is required to prepare an End of Term Report in the year of an ordinary election, in accordance with the <i>Local Government Act, 1993</i>. The report, which measured Council's progress in implementing the Community Strategic Plan, assessed all long term objectives as 'on track' for the period 2013 – 2017. Council's term achievements in the Delivery Program were also assessed as completed or substantially completed. The full End of Term report can be found on Council's website.</p> <p>All other required monitoring and reporting was completed for the Community Strategic Plan during the reporting period. This included the June Biannual progress review of Council's Delivery Program 2013 - 2017 and Operational Plan 2016 - 2017, presented to Council's Ordinary Meeting of 8 August 2017;</p>

			an internal September Quarter progress review for the current Operational Plan 2017 - 2018 and publication of Council's Annual Report 2016 - 2017, including audited financial statements, the End of Term Report and State of the Environment Report for the period 2013 - 2017.
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>	 <p>50%</p>	<p>During the reporting period Council promoted planning outcomes and achievements through its End of Term Report 2013 – 2017, June Bi-annual Report for the 2016 – 2017 Operational Plan and Annual Report 2016 – 2017. These reports were promoted to the community and external stakeholders through media releases, social media and summaries of achievements on Council's website.</p> <p>Copies of the reports are also available on Council's website via a dedicated Integrated Planning and Reporting web page with explanatory information. Hard copies of key documents are available at Council's libraries.</p>

Term Achievement: Council leads the community by advocating, influencing and participating in policy development to the benefit of the local area.


Critical Action

Code	Description	Progress	Comments
L1.1.2.1	<p>Council actively engages with stakeholders to inform the development of Council's strategies and plans as appropriate.</p> <p>Responsible Officer: <i>Director Strategy & Environment</i></p>	 <p>50%</p>	<p>Council continued to participate in, advocate for and respond to policy development affecting Ku-ring-gai which resulted in a number of submissions being made.</p> <p>Notably the community planning sessions held in October and November received positive feedback from all participants involved. The information gathered through these sessions will provide key contributions into the review of the Community Strategic Plan.</p>

Key Achievements

Council held a number of highly successful community planning sessions in October and November.

Operational Plan Tasks


Code	Description	Progress	Comments
L1.1.2.1.1	<p>Proactively participate in and respond to policy development affecting Ku-ring-gai at state and regional levels.</p> <p>Responsible Officer: <i>Manager Integrated Planning Property & Assets</i></p>	 <p>50%</p>	<p>During the period Councillors and Council officers continued to participate in, advocate for and respond to policy development affecting Ku-ring-gai at state and regional levels through state and regional representative groups and committees.</p> <p>In preparation for the review of the Community Strategic Plan and development of the Delivery Program and Operational Plan, five (5) community planning workshops were held across Council wards during October - November 2017.</p> <p>In addition Council staff continued to monitor or respond to the NSW Government and its agencies on local government legislative change and reform. This included:</p>




			<p>* a submission in August 2017 to the NSW Government's Parliamentary Inquiry into Commuter Parking in NSW. The Parliament's Committee on Transport and Infrastructure is looking into ways to improve the park and ride experience for commuters across NSW.</p> <p>* a submission in November 2017 to the Office of Local Government in response to their consultation paper on drafted amendments to the Model Code of Conduct and the Procedures for the Administration of the Model Code of Conduct.</p> <p>* a submission in December 2017 on the Revised Draft Greater Sydney Region Plan 2056 and aligned Future Transport Plan 2056 and the Revised Draft North District Plan 2056. This followed an initial exhibition period from November 2016 to March 2017 and the Commission's revision of three key documents on the future planning for Sydney.</p>
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Term Achievement: Partnerships are established with government agencies, regional and local organisations and community groups and are working to achieve Ku-ring-gai's community outcomes.

Critical Action


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

Operational Plan Tasks



Code	Description	Progress	Comments
L1.1.3.1.1	<p>Pursue priority areas where partnership arrangements will provide tangible benefits to the local area.</p> <p><i>Responsible Officer: Director Community</i></p>	 50%	<p>During the reporting period meetings were held with Service NSW.</p>

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

Critical Action

Code	Description	Progress	Comments
L1.1.4.1	The organisation responds flexibly, proactively and equitably to challenges and opportunities arising from government policy changes and reforms. <i>Responsible Officer: Director Corporate</i>	 50%	Council continued to respond to government policy and reforms and has provided submissions in regards to the Model Code of Conduct and Procedures for the Administration Model Code. Work also commenced on submissions for the Code of Meeting Practice and the Guidelines for Councillor Induction and Professional Development.

Operational Plan Tasks


Code	Description	Progress	Comments
L1.1.4.1.1	Analyse and provide appropriate submissions to government proposals affecting the local government industry <i>Responsible Officer: Director Corporate</i>	 50%	Council provided submissions to the Office of Local Government (OLG) regarding consultation drafts of the Model Code of Conduct and the Procedures for the Administration of the Model Code. Work has commenced on submissions regarding the consultation drafts of the Model Code of Meeting Practice and the Guidelines for Councillor Induction and Professional Development, due March 2018.
L1.1.4.1.2	Undertake ongoing communication with our community to ensure they understand proposed changes in legislation. <i>Responsible Officer: Manager Corporate Communications</i>	 50%	During this period the following communication activities were provided to the community: * information regarding the Local Government elections (held in September 2017), * materials for the Community Strategic Plan review including community information/ consultation were prepared and went live via various channels. * community information on the Return and Earn container deposit legislation was distributed, and * membership of the new Independent Hearing and Assessment Panels (IHAP) for Ku-ring-gai and the Sydney North Planning Panel was promoted.

Issue: Financial capacity and sustainability




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

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

Critical Action

Code	Description	Progress	Comments
L2.1.1.1	Achieve financial sustainability targets identified in the Long Term Financial Plan. <i>Responsible Officer: Director Corporate</i>	 50%	Council's current financial performance, 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 September 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 December quarterly budget review is currently in progress and the financial targets are assessed as part of this review. It is anticipated that key financial ratios, except assets ratios (assets backlog and assets renewal ratio) will be achieved. The funding requirements for Council's infrastructure assets, as well as the assets ratios are currently under review and will be addressed as part of the Long Term Financial Plan and Annual budget adoption.


Operational Plan Tasks

Code	Description	Progress	Comments
L2.1.1.1.1	Review Long Term Financial Plan based on 10 year forecasts as part of the Resourcing Strategy review <i>Responsible Officer: Manager Finance</i>	 50%	Review of recurrent and project budget progressing according to schedule.
L2.1.1.1.2	Undertake quarterly reporting to Council on the financial performance of the organisation. <i>Responsible Officer: Manager Finance</i>	 50%	The December Quarter Budget Review will commence on 11 January 2018.
L2.1.1.1.3	Undertake divestment of identified assets to invest in infrastructure assets renewal. <i>Responsible Officer: Director Strategy & Environment</i>	 50%	During the reporting period Council sold a parcel of vacant land at 4 Binalong Street West Pymble. Preparation of a further four (4) parcels of reclassified land in Roseville, Roseville Chase, Pymble and East Lindfield is underway. The location of the sites are <ol style="list-style-type: none"> 1. 19 Hughes Place, East Lindfield 2. 62 Pacific Highway, Roseville 3. 6A Peace Avenue, Pymble 4. 97 Babbage Road, Roseville Chase





			Council staff are in the process of reviewing the asset divestment list to identify further opportunities which will be presented to Council in February/ March 2018.
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Critical Action


Code	Description	Progress	Comments
L2.1.1.2	<p>Review opportunities for sustainable and equitable increases to Council's income supported by the community.</p> <p>Responsible Officer: Director Corporate</p>	 62%	<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 year to date December 2017 were above benchmark by 1.24%</p> <p>The net return on investments for the financial year to December 2017 is favourable with around \$407,000 in interest above original budget highlighting a strong investment performance.</p> <p>Revenue raising opportunities are also investigated as part of the annual budgeting process and setting of user fees and charges. Council is currently reviewing the fees and charges for 2018/19 to make sure they are in line with the current 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>	 50%	<p>Opportunities for increases in income are reviewed as part of the Annual Budget and Long Term Financial Plan (LTFP) review. The budgeting process for 2018/19 is currently in progress and Fees & Charges will be reviewed by managers as part of this process. Other income sources will be reviewed with the view to increase potential revenue to Council.</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>	 75%	<p>During the reporting period Council considered a lease renewal for Firs Cottage and the Old School Trattoria. The new leases have been commercially negotiated in accordance with Council's resolutions and Commercial Leasing Policy. Expert valuation advice sought on market rents to apply benchmarking comparable establishments elsewhere.</p> <p>Lease of Firs Cottage has been executed by the Lessee and is awaiting counter execution on the part of Council. New market rent established with increase >15%.</p> <p>The Heads of Agreement was agreed to for the lease of the Old School Trattoria - about 10% increase in rent.</p>

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

Critical Action


Code	Description	Progress	Comments
L2.1.2.1	<p>Coordinate financial advice to ensure Council meets overall budget performance.</p> <p>Responsible Officer: Director Corporate</p>	 <p>50%</p>	<p>The overall financial performance of Council against budget is reported to Council on a quarterly basis. Monthly and quarterly budget reports with budget variation and commentary are also provided to senior management for review and to assist in decision making. The latest adopted Quarterly Budget Review (year to date) September 2017 was received and noted by Council on the 28 November 2017. As per the quarterly report budget adjustments increased the forecast operating surplus (including capital items) by \$1.398m compared to revised budget, primarily due to capital grants, user fees and other revenue partly offset by increases in expenditure.</p> <p>The forecast working capital balance at 30 June 2018 is projected to remain at \$4.8m, in line with the Long Term Financial Plan target.</p> <p>The December Quarterly budget review is in progress currently and will be tabled at the Ordinary Meeting of Council of 27 February 2018.</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: Manager Finance</p>	 <p>50%</p>	<p>Council's financial performance is consistently monitored. Targets identified in the Long Term Financial Plan (LTFP) are monitored as part of each quarterly budget review.</p>

Term Achievement: Council expenditure satisfies the needs of the community.

Critical Action


Code	Description	Progress	Comments
L2.1.3.1	<p>Monitor expenditure to ensure it is in accordance with the expressed wishes of the community and identified in the Community Strategic Plan.</p> <p>Responsible Officer: Director Corporate</p>	 <p>50%</p>	<p>Council's expenditure forms part of the adopted Annual Budget and Long Term Financial Plan (LTFP). Operational and capital expenditure is monitored and reported as part of Quarterly Budget Reviews to Council. Detailed analysis on capital project expenditure budget adjustments are included in the quarterly report to Council. As at end of December 2017 the capital projects expenditure was within the allocated revised budget. Detailed results of the December budget review will be tabled at the Council meeting of 27 February 2018.</p>

Operational Plan Tasks


Code	Description	Progress	Comments
L2.1.3.1.1	The Resourcing Strategy integrates the Long Term Financial Plan, Workforce Strategy and Asset Management Strategy. <i>Responsible Officer: Manager Finance</i>	 50%	Council staff are in the process of preparing the draft Resourcing Strategy for public exhibition. Extensive work on the Long Term Financial Plan (LTFP) Asset Management Strategy (AMS) and Workforce Strategy has been carried out and these component plans are well advanced. There have been a number of workshops held across the organisation to obtain, scrutinise and prepare baseline information. The Resourcing Strategy along with all other Integrated Planning and Reporting documents will be exhibited to the community in May 2018.
L2.1.3.1.2	Report on the completion of major works and community outcomes through Integrated Planning and Reporting documents. <i>Responsible Officer: Manager Integrated Planning Property & Assets</i>	 50%	Details of the progression or completion of major works and community outcomes during the period were included in the June Bi-annual Report of the Delivery Program 2013 – 2017 and Operational Plan 2016 – 2017, Annual Report 2016 – 2017 as well as the End of Term and State of the Environment Reports for 2013 – 2017. At the end of 2016 – 2017 the community's 30 long term objectives were assessed as being 'on track' and Council's 69 term achievements assessed as completed or substantially completed. All reports can be accessed via Council's website.

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


Critical Action

Code	Description	Progress	Comments
L2.1.4.1	Financial strategies underpin Council's asset management policies and strategic vision. <i>Responsible Officer: Director Corporate</i>	 50%	Capital expenditure and funding on infrastructure assets has been monitored as part of Quarterly Budget Reviews to Council. Council recently commenced a review of its future long term financial sustainability. This review includes assessing the future funding requirements for infrastructure assets and will be reflected in the Long Term Financial Plan. 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: Manager Finance</i>	 50%	Council's project bidding review was progressed. Available funding sources will be identified as part of the Long Term Financial Plan (LTFP) review where funding is allocated to priority projects and assets. LTFP review will be finalised as part of the Resourcing Strategy.

Critical Action

Code	Description	Progress	Comments
L2.1.4.2	<p>Regularly revise Council's strategic asset management plans and integrate with financial planning processes.</p> <p>Responsible Officer: Director Strategy & Environment</p>	 48%	<p>During the reporting period a number of milestones have been achieved to ensure the annual Asset Management Works program is progressing and on track. This includes the review and analysis of data in preparation to deliver statutory processes and reporting and system enhancements which contribute to an integrated solution in the management of Council's assets.</p>

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: Manager Integrated Planning Property & Assets</p>	 46%	<p>Milestones of the Asset Management Works program are being met and on track.</p> <p>The statutory revaluation of Council's Buildings, an Operational Land and Investment property is in hand and due to be completed the End of Financial Year.</p> <p>The revised Asset Management Strategy is in draft and ready for review by relevant staff.</p> <p>Stormwater Drainage Asset Class has been imported into Enterprise Asset Management (EAM) and asset custodians have been trained in the system.</p> <p>Documents developed for procedures and systems are revised and improved as issues arise and system training is being provided quarterly.</p> <p>Work continues on the capitalisation of projects on an ongoing basis and the registers are updated regularly.</p>
L2.1.4.2.2	<p>Implement an integrated corporate asset management system for all asset classes.</p> <p>Responsible Officer: Manager Information Technology & Communications</p>	 50%	<p>Council completed the stormwater drainage assets implementation into the Enterprise Asset Management system. During the reporting period Council also commenced an internal project to look at additional core system modules to manage the asset lifecycle, called Capital Planning and Delivery.</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: Council's integrity and operating effectiveness is continually being improved through its leadership, decision-making and policies.

Critical Action


Code	Description	Progress	Comments
L3.1.1.1	<p>A Council business framework is developed to incorporate best practice integrated planning objectives.</p> <p>Responsible Officer: <i>Director Strategy & Environment</i></p>	 <p>50%</p>	<p>As required following a Local Government election work commenced in relation to the preparation of the Integrated Planning and Reporting plans and strategies.</p> <p>Opportunities to integrate the business and decision-making framework with the integrated planning objectives form an integral part of the design and format of these documents and the supporting technology and reporting systems.</p>

Operational Plan Tasks



Code	Description	Progress	Comments
L3.1.1.1.1	<p>Report on the integration of business and decision-making systems and processes with integrated planning objectives.</p> <p>Responsible Officer: <i>Manager Integrated Planning Property & Assets</i></p>	 <p>50%</p>	<p>During the reporting period work commenced on a review of the Community Strategic Plan 2030 and preparation of new supporting Integrated Planning and Reporting plans and strategies, as required by the <i>Local Government Act, 1993</i> following an election. Opportunities to further integrate business and decision-making systems and processes with integrated planning objectives are being investigated as part of the design and format of these documents and their supporting technology and reporting systems.</p>
L3.1.1.1.2	<p>Prepare Integrated Planning and Reporting documents and complete all statutory reporting required under the <i>Local Government Act, 1993</i> and Integrated Planning and Reporting framework.</p> <p>Responsible Officer: <i>Manager Integrated Planning Property & Assets</i></p>	 <p>50%</p>	<p>All required preparation of Integrated Planning and Reporting documents and statutory reporting, including financial reporting, was completed within set timeframes for the six month reporting period. This included progress reporting for the 2016 – 2017 June Bi-annual and September Quarter periods; Annual Report 2016 – 2017 including audited Financial Statements; End of Term Report 2013 – 2017 and State of the Environment Report 2013 – 2017. The progress of Council's statutory obligations is regularly reported to Council's Audit and Risk Committee.</p>

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

Critical Action


Code	Description	Progress	Comments
L3.1.2.1	Risk management is integrated into Council's business framework. <i>Responsible Officer: Director Corporate</i>	 58%	Councils Enterprise Risk Management program has been slightly delayed due to the resignation of Council's WHS Officer. However, work continued regarding identifying system improvements, reporting and staff training in the identification, control and monitoring of risks. Council has continued to align Crisis Management and Business Continuity plans with a focus on site emergency response.

Operational Plan Tasks



Code	Description	Progress	Comments
L3.1.2.1.1	Continue development of Council's Enterprise Risk Management system and ensure risks and related actions are monitored, reported and followed up. <i>Responsible Officer: Manager People & Culture</i>	 30%	During the period, work continued on identifying system improvements, reporting and staff training in the identification, control and monitoring of risks. This project progress has been delayed slightly due to resourcing. Reason The resignation of Council's WHS Officer has impacted the progress of this project. Remedial Action The recruitment process has been undertaken and Council's new WHS Officer will commence on 15 January 2018.
L3.1.2.1.2	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>	 85%	Council is continuing to align the organisations Crisis Management and Business Continuity plans with a focus on site emergency response.

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

Critical Action

Code	Description	Progress	Comments
L3.1.3.1	Ensure effective and efficient conduct of Council and committee meetings for the benefit of councillors and the community. <i>Responsible Officer: Director Corporate</i>	 62%	During the reporting period there were Council conducted all Meetings of Council with business papers and minutes being produced within the required time frame. All Councillors were provided with training and resource kits and various briefings were held.


Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.3.1.1	Business papers and associated minutes are published in an accurate and timely manner for public scrutiny and to encourage community participation. <i>Responsible Officer: Manager Records & Governance</i>	 50%	During the reporting period from July - December 2017 there were 8 Ordinary Meetings of Council, 1 Extraordinary Meeting of Council, 1 Finance Committee Meeting and 2 Audit Committee meetings. Business Papers for each of the meetings was produced and delivered on time.
L3.1.3.1.2	Facilitate training and professional development opportunities for councillors including ethics and code of conduct training. <i>Responsible Officer: Director Corporate</i>	 75%	The Councillor Induction program comprised of 4 parts: 1. Provision of a Councillor Resource Kit, containing key organisational documents, information and resource; 2. training/briefing sessions provided by staff and external experts; 3. a 2 day workshop ; and 4. discussions with individual Councillors to develop individual training and development plans (IPDP) to be undertaken over the remainder of the financial year. Councillor Resource Kits were delivered to all Councillors on the first business day following the announcement of the election results. The following training/briefing sessions have been provided to Councillors: * Meetings Procedure Overview – 19/09/2017 * Roles and Responsibilities Overview – 19/09/2017 * Code of Conduct Training Pt1 – 19/09/2017 * General Meeting Protocol briefing – 10/10/2017 * Heritage, Operations and Trees – 18/10/2017 * Development and Regulation Matters – 26/10/2017 * Meetings Procedure Training (full) – 31/10/2017






		<ul style="list-style-type: none"> * Roles and Responsibilities Training (full) – 31/10/2017 * Community Profile and Public Engagements Briefing – 28/11/2017 * LGA Bus Tour: Places of Interest – scheduled 22/11/2017 * Code of Conduct Training pt2 – scheduled February/March 2018 <p>As part of the Induction Workshop, Councillors were provided with:</p> <ul style="list-style-type: none"> * Overviews of the responsibilities of each department * Introductions from each Councillor * Strategic Planning – Integrated Planning and Reporting briefing * Financial Planning briefing * Environmental Levy briefing * A facilitated visioning session * A presentation from guest speaker Sandy Blackburn-Wright * Opportunities and Challenges for Urban Renewal in Ku-ring-gai briefing * Activate Ku-ring-gai briefing * Gordon Civic Hub briefing * Activate Turramurra briefing * Activate Lindfield briefing * Lindfield Village Hub briefing <p>Councillors were also encouraged to attend the Hit the Ground Running sessions provided by the OLG – this was attended by 3 Councillors.</p> <p>Development of IPDPs for each Councillor is currently underway. The purpose of the IPDP is to both assist Councillors in fulfilling their responsibilities under Section 232 of the <i>Local Government Act, 1993</i> and to ensure that any additional information/training/activities not covered by the induction program can be identified and delivered. Manager Records & Governance is currently working with Councillors to identify these needs and source appropriate training/professional development activities to fulfil them. Currently 4 plans are complete.</p> <p>Induction sessions have been well attended and participation in the IPDP process has been positive.</p> <p>Staff have prepared and distributed to all Councillors a survey to evaluate and receive feedback on the Councillor Induction Program.</p>
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Critical Action

Code	Description	Progress	Comments
L3.1.3.2	Internal audit function is supported and operating effectively. Responsible Officer: Director Corporate	 50%	The Internal Audit Program is a standing report item on the quarterly Audit and Risk Committee Agenda. Reports regarding complaints and investigations are provided to the Audit and Risk Committee as part of the established reporting format. All requests from external agencies are responded to in accordance with required time frames.


Operational Plan Tasks



Code	Description	Progress	Comments
L3.1.3.2.1	Continue to ensure that internal audit programs and statistics are reported to each Audit & Risk Committee meeting. <i>Responsible Officer: Manager People & Culture</i>	 50%	The audit plan and program together with audit results are provided to the Audit and Risk Committee as a standard agenda item at each meeting.
L3.1.3.2.2	Continue to ensure that the results of investigations into staff and customer complaints are reported to the Audit & Risk Committee. <i>Responsible Officer: Manager People & Culture</i>	 50%	Complaints and investigation results are reported to the Audit and Risk committee as a standing agenda item at each meeting.
L3.1.3.2.3	Continue to ensure compliance with requests from external government organisations in relation to investigations. <i>Responsible Officer: Manager People & Culture</i>	 50%	All requests from external agencies such as Independent Commission Against Corruption (ICAC) and the Ombudsman, related to investigations are actioned in a timely manner. Where required Section 11 notifications are provided to ICAC. All investigations and results are reported to the Audit and Risk Committee as a standard Agenda item.

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>	 67%	During the period Council complied with all requirements under the Government Information (Public Access) and Privacy and Personal Information Acts (PIPP) and responded/ dealt with all applications as required. Council continued to report to the Audit and Risk Committee on a quarterly basis to monitor compliance and assist the Committee in reviewing Council's performance in relation to external accountability and legislative compliance obligations. The Local Government elections were held in September 2017 with no major issues. Extensive feedback regarding process improvements was provided to NSWEC.

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>	 50%	During the reporting period July - December 2017 Council received 22 formal GIPA applications and 593 applications for informal access to Council Information. During the same period five (5) applications were referred to the Information and Privacy Commission for external review and 1 application requested an internal review of Council's decision.



L3.1.3.3.2	<p>Comply with the requirements of the Local Government Act and Regulations.</p> <p>Responsible Officer: Director Corporate</p>	 50%	<p>Regular reports are provided to the Audit and Risk Committee each quarter to monitor compliance and assist the Committee in reviewing Council's performance in relation to external accountability and legislative compliance obligations.</p> <p>Compliance and Reporting Requirements – provides a summary of actions taken in the reporting period against compliance and reporting requirements listed in the Calendar of Reporting and Compliance Obligations provided by the Office of Local Government.</p> <p>Summary of Relevant Circulars, Legislative Updates and Matters Arising – provides a summary of actions taken in the reporting period in response to relevant circulars, legislative updates and other matters arising that impact the local government sector.</p> <p>An overview of individual obligations under the Privacy and Personal Information Protection Act, (PPIPA) 1998, Government Information Public Access Act, (GIPA) 2009 and the State Records Act, 1998 is included as part of induction training for all new staff.</p>
L3.1.3.3.3	<p>Coordinate the 2017 Ordinary Local Government Election in accordance with the <i>Local Government Act, 1993</i>.</p> <p>Responsible Officer: Director Corporate</p>	 100%	<p>Completed previous reporting period.</p>

Critical Action


Code	Description	Progress	Comments
L3.1.3.4	<p>Continue to improve internal Council policies and maintain registers to accord with legislation.</p> <p>Responsible Officer: Director Corporate</p>	 50%	<p>During the reporting period Council continued to maintain registers and improve internal Council policies. All policies due for review are reported to senior management through their Strategic Directions meetings on a quarterly basis.</p>

Operational Plan Tasks





Code	Description	Progress	Comments
L3.1.3.4.1	<p>Maintain a policy review program to ensure the currency of all policy documents.</p> <p>Responsible Officer: Director Corporate</p>	 50%	<p>An organisation-wide policy review is ongoing to ensure policies are up to date and consistent with current legislative and regulatory requirements.</p> <p>Recent improvements to the policy management system have been made to improve document control, monitoring, review and reporting capabilities.</p> <p>The General Manager and Directors receive regular reports outlining policies that are due to be reviewed.</p>

L3.1.3.4.2	Participate in policy review opportunities to implement the principles of sustainability. Responsible Officer: <i>Manager Environment & Sustainability</i>	 50%	In accordance with Council's Climate Change Policy and Greenhouse Gas Reduction Action Plan, a cost/ benefit analysis has been conducted for the accelerated upgrade of Council's residential street lights to more energy efficient LED lighting, which will result in significant energy and operational savings.
L3.1.3.4.3	Oversee the regular review and update of Council's publicly available registers. Responsible Officer: <i>Manager Records & Governance</i>	 50%	Council policies were updated during the reporting period as follows: * the Computer Access Policy was updated and implemented, * Council's Seal register continues to be updated with legal documents where the Council Seal has been attached, and * the Delegations register continues to be updated with staff delegations as required.

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. Responsible Officer: <i>Director Corporate</i>	 50%	Examples have been obtained from a range of sources to compare Councils current documents and policies to those of other organisations. Updated documentation will be implemented over next six (6) months with Council's intranet (Kasey) will be updated to reflect changes.

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. Responsible Officer: <i>Manager Procurement & Contracting</i>	 50%	An Evaluation Plan has been completed for all tenders issued during this period.
L3.1.3.5.2	Roll out training for users of contracts and guidelines to support use across Council. Responsible Officer: <i>Manager Procurement & Contracting</i>	 50%	Revised guidelines will be made available to Council staff via the intranet (Kasey) in January-February 2018 with training to be provided upon request.
L3.1.3.5.3	Implement modifications to existing systems for improved management of suppliers. Responsible Officer: <i>Manager Procurement & Contracting</i>	 50%	System modifications have been with fields being changed and data being entered to get more information from Creditor Master record. The existing records are edited ongoing basis.
L3.1.3.5.4	Implement changes to stores system to establish categories and generate Stored Items Register. Responsible Officer: <i>Manager Procurement & Contracting</i>	 50%	Subsidiary stores category for stored items to be implemented 3during the third and fourth quarters which will enable records for stored items in Council's Core Enterprise Suite (CES) stores system

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


Critical Action

Code	Description	Progress	Comments
L3.1.4.1	Sustainability is integrated into Council's business framework. <i>Responsible Officer: Director Strategy & Environment</i>	 50%	Environmental management training for staff, environmental risk management and Council's corporate sustainability program ensure that sustainability is integrated into Council's business framework.


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>	 50%	In consultation with the internal staff working group, a 2017/18 Corporate Sustainability Action Plan has recently been developed that identifies a number of corporate sustainability initiatives to be delivered across Council over the coming year.
L3.1.4.1.2	Deliver environmental management training to staff. <i>Responsible Officer: Manager Environment & Sustainability</i>	 50%	Aboriginal heritage training was provided to 18 staff in the past six (6) months.
L3.1.4.1.3	Progress, monitor and report on Council's environmental risk management processes and activities. <i>Responsible Officer: Manager Environment & Sustainability</i>	 50%	A number of environmental risk management processes continue to be implemented, as identified in Council's risk management system. These include environmental assessments, environmental management training for staff and climate change adaptation activities.

Critical Action


Code	Description	Progress	Comments
L3.1.4.2	Monitoring and reporting on sustainability performance informs investment and management priorities. <i>Responsible Officer: Director Strategy & Environment</i>	 50%	Ongoing monitoring and reporting using the Envizi platform is enabling Council to identify energy and water consumption anomalies at key Council facilities, to improve operational performance. The Envizi platform also enables Council to monitor its progress against its 2020 greenhouse gas emission reduction target and to adjust abatement activities and funding priorities accordingly.

Operational Plan Tasks


Code	Description	Progress	Comments
L3.1.4.2.1	<p>Implement Council's sustainability data management and reporting system, and monitor and report on organisational performance.</p> <p>Responsible Officer: <i>Manager Environment & Sustainability</i></p>	 50%	<p>Monitoring of the Council Chambers air conditioning system is ongoing, with near-real time temperature sensors installed on every floor and power loggers installed on some plant. The information gathered from these systems has been used to identify repairs, and better tune the existing air-conditioning system. The Ku-ring-gai Fitness and Aquatic Centre (KFAC) Energy Management Framework continues to facilitate the identification of any operational issues at the Centre causing excess energy consumption, which Council staff can then work with contractors to resolve. The Envizi platform continues to be used to identify and respond to energy and water consumption anomalies through a regular review of electricity and water invoicing data, to improve operational performance.</p>



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

Critical Action


Code	Description	Progress	Comments
L3.1.5.1	<p>Ensure optimal performance of Council's records management services and electronic document management system (TRIM) to ensure the timely delivery of information in response to community requests.</p> <p>Responsible Officer: <i>Director Corporate</i></p>	 50%	<p>Work continued this reporting period to ensure that Council's records management services and electronic document management system (TRIM) performed to address the needs of the staff, organisation and community.</p>

Operational Plan Tasks


Code	Description	Progress	Comments
L3.1.5.1.1	<p>Maintain Council's record management system and provide records management services including training and advice.</p> <p>Responsible Officer: <i>Manager Records & Governance</i></p>	 50%	<p>Appraisal and culling of property files to be scanned and entered in TRIM continues. The progressive total of files appraised is 1554. This project will eliminate the requirement for ongoing physical storage of these files and also provides access to Council officers who can view the contents in TRIM.</p> <p>Ongoing Archiving Work:</p> <ul style="list-style-type: none"> No. of Day Boxes Created - 35 No. of Archives Boxes Created - 22 No. of Boxes sent to Offsite Storage - 19 No. of Requests for Electronic Files - 1212 No. of Requests for Files and Boxes from Offsite - 4 files / 51 boxes No. of Requests for Files Stored Onsite - 425 files







			<p>No. of Items Sentenced and Destroyed - 21 boxes / 11 day boxes No. of Property Files Scanned - 2128 Australia Post Mail – Outgoing Mail (July – November 2017) Small: 146,706 Large: 2,758 Other: 509 Total: 149,973</p> <p>Council staff reviewed records management process at Thomas Carlyle Children's Centre and improvements have been identified and implemented. Council engaged Linked Training to conduct group TRIM training for new staff. Records staff also conducted one on one training as required. E-Learning modules in records management have been provided to the Learning & Development Coordinator and will be compulsory part of induction.</p>
L3.1.5.1.2	<p>Audit and report on compliance with use of Council's record management system.</p> <p>Responsible Officer: Director Corporate</p>	 50%	<p>A TRIM upgrade was completed in July 2017 with positive results from staff. A new training program is currently being developed. Statistical data relating to use of TRIM continues to be monitored, reviewed and reported. Work regarding a new file structure for Thomas Carlyle Children's Centre is currently under way.</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: Director Corporate</p>	 50%	<p>Scanned minute-books have been sent to State Archives and are currently being prepared for public access via Council's website. Building registers (from front counter) have been sent away for digitisation and will be registered into the system early this year. Scan-on-demand continues to work well.</p>



Critical Action

Code	Description	Progress	Comments
L3.1.5.2	<p>Council's workforce and workplace match contemporary organisation requirements.</p> <p>Responsible Officer: Director Corporate</p>	 51%	<p>Council's workforce skills, opportunities and conditions continued to match contemporary organisation requirements. The Employment Opinion Survey was conducted this reporting period and People and Culture are continuing to work on plans and strategies throughout the financial year.</p>


Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.5.2.1	<p>Coordinate the development and implementation of the Employee Opinion Survey and associated action plans.</p> <p>Responsible Officer: Manager People & Culture</p>	 60%	<p>The Employee Opinion Survey (EOS) was implemented on 4 December 2017. Results have now all been received by the Voice Project who have finalised the high level results. Action planning for key improvement areas will be identified in March/ April 2018.</p>





L3.1.5.2.2	<p>Coordinate a review of Councils Workforce Strategy to achieve alignment with reviewed service levels and standards.</p> <p>Responsible Officer: Director Corporate</p>	 50%	<p>The review of Councils Workforce Resourcing Strategy is currently under way.</p>
L3.1.5.2.3	<p>Continue implementation of Council's Ageing Workforce Strategy.</p> <p>Responsible Officer: Manager People & Culture</p>	 50%	<p>With the EOS now complete, Council's Ageing Workforce Strategy will be further supported by the data and insights gathered from the survey. This places the organisation in a strong position to roll out the strategy by April 2018.</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>	 50%	<p>Council ensures its labour hire resources are fit for purpose and competitively priced by sourcing such staff under the Local Government contract. A review of these arrangements will occur in the new year.</p>
L3.1.5.2.5	<p>Continue to coordinate the implementation of Councils Equal Employment Opportunity Management Plan.</p> <p>Responsible Officer: Manager People & Culture</p>	 50%	<p>Further initiatives identified in the Equal Employment Opportunity (EEO) Management Plan are well underway. The EEO video will be in production and ready for roll out by March 2018.</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>	 30%	<p>Technological issues have delayed the progress of this project. A number of tests will be conducted in early 2018 with the aim for the system to be fully implemented by the end of this financial year.</p> <p>Reason</p> <p>Some issues have been identified between the system and TechnologyOne which need to be resolved by the end of March 2018.</p> <p>Remedial Action</p> <p>Once testing has been completed and all system issues eliminated, phase one (1) of the implementation will begin.</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>This project was progressed during the reporting period with project works scheduled to re-commence in February 2018.</p>



L3.1.5.2.8	Undertake a comprehensive review of Council's job evaluation process. Responsible Officer: <i>Manager People & Culture</i>	 30%	This project has slightly progressed during the reporting period, however work is scheduled for early 2018. Reason Conflicting projects have delayed this project. Remedial Action A review of systems available on the market along with industry benchmarking will commence in March 2018.
L3.1.5.2.9	Undertake a comprehensive review of Council's salary system. Responsible Officer: <i>Director Corporate</i>	 50%	Council ensures its salary system is competitive in the market place by participating in and subscribing to a number of remuneration surveys. The review of Councils salary system will commence in the new year.

Critical Action


Code	Description	Progress	Comments
L3.1.5.3	Provide a safe and healthy workplace for staff, contractors and the community. Responsible Officer: <i>Director Corporate</i>	 50%	Council continued to provide a safe and healthy workplace for staff, contractors and the community during the reporting period.

Operational Plan Tasks





Code	Description	Progress	Comments
L3.1.5.3.1	Continue coordination of Council's Work Health and Safety (WH&S) Management system. Responsible Officer: <i>Manager People & Culture</i>	 50%	Council has a comprehensive and compliant WHS Management system in place. WHS is supported by a dedicated WHS Officer. The WHS system will be subjected to a full compliance review in 2018.
L3.1.5.3.2	Continue to deliver the SafeStart Learning and Development Program. Responsible Officer: <i>Manager People & Culture</i>	 50%	Train the Trainer for Council staff delivering Extended Application Units 4, 5 and 6 completed in preparation for delivery in 2018 SafeStart program.
L3.1.5.3.3	Coordinate annual Work Health and Safety (WH&S) management system audits performed by an external auditor. Responsible Officer: <i>Manager People & Culture</i>	 50%	Audits and investigations into incidents are undertaken and reported by the WHS Officer. Corrective actions, as a result, are reviewed and implemented as appropriate. An external audit program will be developed by the end of 2017/18 on the appointment of Council's new WHS Officer.
L3.1.5.3.4	Undertake an annual review of Councils electronic Work Health and Safety (WH&S) management system. Responsible Officer: <i>Manager People & Culture</i>	 50%	Council's WHS will be reviewed to transition from a compliance to performance based system. The system will be transitioned to a mobile computing process.

L3.1.5.3.5	Review Councils current Employee Assistance Provider (EAP) arrangements to ensure delivery of 'fit for purpose' services and market competitiveness. Responsible Officer: <i>Manager People & Culture</i>	 50%	Council currently has a provider in place for this service which operates on a month by month basis. A tender process will commence in January 2018.
L3.1.5.3.6	Undertake a comprehensive review of Council's Wellness Program. Responsible Officer: <i>Manager People & Culture</i>	 50%	A review of this program, scheduled for the second quarter of 2017/18 has been held over to the fourth quarter. Once finalised it will be provided to the General Manager and Directors for endorsement.


Critical Action

Code	Description	Progress	Comments
L3.1.5.4	Create a culture that builds skills and supports staff in professional development opportunities. Responsible Officer: <i>Director Corporate</i>	 50%	Council continued to deliver training programs across the organisation for staff with outcomes and statistics reported as part of the People and Culture reporting cycle.





Operational Plan Tasks


Code	Description	Progress	Comments
L3.1.5.4.1	Continue implementation of Councils Learning and Development program including the Leadership Development Strategy. Responsible Officer: <i>Manager People & Culture</i>	 50%	During the reporting period 16 training days were delivered in the Leadership Development Program with 170 staff completing the program. This program will continue in February-March 2018.
L3.1.5.4.2	Continue monitoring and reporting on learning and development activities across Council. Responsible Officer: <i>Manager People & Culture</i>	 50%	Learning and Development metrics are contained in the quarterly People and Culture reporting cycle.
L3.1.5.4.3	Undertake a review of the effectiveness of Council's Learning Management System and the associated e-learning program. Responsible Officer: <i>Manager People & Culture</i>	 50%	Reporting from the e-learning platform has been integrated into the People and Culture quarterly reporting process to enable data trend analysis.
L3.1.5.4.4	Continue to deliver ethics and code of conduct training as part of the induction program and Councils training plan. Responsible Officer: <i>Manager People & Culture</i>	 50%	Council's Induction Program, including Code of Conduct training, was delivered to 16 new employees in November 2017.

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: Director Corporate</p>	 <p>50%</p>	<p>Information Management systems were actively monitored and maintained resulting in availability targets being met throughout this period. The new IM Help Desk system was implemented to record and track all internal support and service requests. Requests remained steady and service levels were met.</p> <p>All planned network infrastructure maintenance was completed on time as scheduled. Work has commenced on upgrading the Library system which will deliver new features and an improved experience for both staff and the library patrons. The Geographical Information System (GIS) and Property & Rating databases were updated with all relevant changes throughout this period. Work is progressing on re-developing the public mapping portal to expand its use onto mobile devices. The use of Council's online services continues to grow with additional application types being offered. Recently applications for Permits for Use of Private Road Reserves were made available online.</p>

Operational Plan Tasks


Code	Description	Progress	Comments
L3.1.5.5.1	<p>Review and implement Information Management Strategic Plan projects and ensure appropriate funding is identified.</p> <p>Responsible Officer: Manager Information Technology & Communications</p>	 <p>50%</p>	<p>Council continued to keep key stakeholders informed of all our projects within the Business Systems area. This includes regular Information Management Business Group meetings and individual project meetings and updates to all involved.</p>
L3.1.5.5.2	<p>Continue to expand relevant integrated E-Business and online service delivery.</p> <p>Responsible Officer: Manager Information Technology & Communications</p>	 <p>50%</p>	<p>Business Systems continued to introduce new options for our residents and applicants so they can manage their business 24/7. We have recently put up online the Permit for Use of Private Road Reserves.</p>
L3.1.5.5.3	<p>Council's Geographic Information System (GIS) is maintained and updated.</p> <p>Responsible Officer: Manager Information Technology & Communications</p>	 <p>50%</p>	<p>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. This resulted in the creation of 49 new properties and 752 new residential units during the reporting period. A total of 2,077 Planning Certificates were issued this period with an income of \$186,728 so far for this financial year.</p>
L3.1.5.5.4	<p>Council's information systems and technology infrastructure is maintained, updated and supported.</p> <p>Responsible Officer: Manager Information Technology & Communications</p>	 <p>50%</p>	<p>Routine daily, weekly and monthly checks were performed during the reporting period. All servers have had Windows updates installed as planned during the monthly maintenance period. Work commenced on building new servers for the Library system upgrade which is due to commence in January 2018.</p>

L3.1.5.5.5	<p>Maintain Councils website and monitor and report on usage.</p> <p>Responsible Officer: <i>Manager Corporate Communications</i></p>	 50%	<p>Council's website remained well maintained this period as outlined below:</p> <p>Pageviews = 1,222,763 Unique page views = 979,603 Top Ten Pages (unique pageviews): Home = 104,061 My Library = 34,944 Find out what's near you = 31,805 DA Tracking = 30,688 Contact Us = 26,969 Council elections = 24,110 Waste and Recycling = 20,985 Ku-ring-gai Library= 20,870 Library opening hours= 15,351 Web mapping: 15,232</p>
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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: <i>Director Strategy & Environment</i></p>	 45%	<p>In preparing Council's Integrated Planning and Reporting documents (due for adoption before 30 June 2018) staff are in the process of assessing and analysing organisational resourcing challenges and requirements over the next 10 years. This includes assessing services required by the community as informed by community consultation conducted in October and November 2017.</p> <p>Reason</p> <p>Council is required to complete and adopt a Resourcing Strategy which incorporates the Long Term Financial Plan, Asset Management Strategy and Workforce Plan to ensure there are enough funds, assets and staff to deliver the objectives of the Community Strategic Plan through services and programs.</p> <p>Remedial Action</p> <p>Resourcing challenges and requirements over the next 10 years including services are being assessed through horizontal and strategic service reviews and will be presented to Council early 2018.</p>


Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.5.6.1	<p>Review and specify Council's services in line with the Integrated Planning & Reporting framework.</p> <p>Responsible Officer: <i>Manager Integrated Planning Property & Assets</i></p>	 45%	<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 was included in Council's currently adopted Operational Plan. As part of Integrated Planning and Reporting processes and in particular the preparation of the Long Term Financial Plan work has commenced on initial components of a service review.</p> <p>Reason</p> <p>Council is required to complete a review of its Community Strategic Plan and prepare and adopt a new 10 year Resourcing Strategy, three (3) year Delivery Program and one year Operational Plan before 30 June 2018. This work is being informed by community consultation commenced in October 2017 as well as an assessment of resourcing challenges and requirements over the next 10 years by the organisation, including services.</p> <p>Due to the relatively short timeframe to complete all of this work the review of services has been limited to collecting information on current costs of Council services and the potential for improvements in efficiencies and cost savings in the future. This information will be reviewed in the next reporting period and will inform preparation of Council's next Delivery Program and Operational Plan.</p> <p>Remedial Action</p> <p>Council staff have commenced a horizontal and strategic service review which will be presented to Council in February 2018. These initial reviews will provide a platform to a more substantial service review which will include community consultation on levels of service across a number of program areas and asset classes.</p>

Critical Action

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

Operational Plan Tasks


Code	Description	Progress	Comments
L3.1.5.7.1	Report bi-annually to Council on achievement of adopted Customer Service Standards. <i>Responsible Officer: Manager Corporate Communications</i>	 50%	Customer Service standards are reported biannually via the General Manager's performance review.

Issue: Community Engagement.



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


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

Critical Action

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


Operational Plan Tasks

Code	Description	Progress	Comments
L4.1.1.1.1	Promote Council's adopted Engagement Policy throughout the organisation. <i>Responsible Officer: Manager Corporate Communications</i>	 50%	Community engagement staff continue to work across the organisation promoting best practice community engagement. As mentioned above this has resulted in better use of online engagement and communications methods. In addition project managers are encouraged to contact engagement participants and let them know how their input impacted the project outcomes ('closing the engagement loop').
L4.1.1.1.2	Proactively publicise Council's services, programs, policies and achievements via all forms of media. <i>Responsible Officer: Manager Corporate Communications</i>	 50%	The following activities have taken place during the reporting period: * strengthening of relationships internally to keep communications informed of noteworthy services, programs, policies and achievements that should be promoted to the community, * the website has been regularly reviewed to make sure that content is relevant and kept up to date. Key updates are also given priority on the Council homepage,

			<p>* promotion of noteworthy achievements, programs and updates to policies on social media on a timely basis, and</p> <p>* distribution of monthly Ku-ring-gai E-news which promotes Council's key developments, updates and achievements during the previous month.</p>
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>	 50%	<p>Work continued on improving nine e-news formats and various web pages. A Have Your Say page incorporating diverse communications tools for the Community Strategic Plan was launched. Investigations commenced on enhanced reporting of Council's media and social media coverage.</p>

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


Critical Action

Code	Description	Progress	Comments
L4.1.2.1	<p>Proactively monitor media and public comment and develop and coordinate the Council's actions in response.</p> <p>Responsible Officer: <i>Director Community</i></p>	 50%	<p>The communications team continued to meet their key performance indicator (KPI) of an average of three (3) media releases a week. Councillors and senior staff are proactively advised of media issues through daily media alerts and further refinements are being investigated to this reporting system.</p>

Key Achievements

Councillors and senior staff continue to be provided with daily media monitoring services, including proactive real-time monitoring of social media pages owned by local newspapers and other relevant social media sites. Appropriate responses were prepared via social media, the letters page of local media, mayoral columns and media releases as required.

Operational Plan Tasks

Code	Description	Progress	Comments
L4.1.2.1.1	<p>Monitor media and public comment and coordinate Council's response.</p> <p>Responsible Officer: <i>Manager Corporate Communications</i></p>	 50%	<p>The communications team continued to meet their KPI of an average of three media releases a week. Councillors and senior staff are proactively advised of media issues through daily media alerts and further refinements are being investigated to this reporting system.</p>