

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

## JUNE BIANNUAL REPORT

1 JANUARY – 30 JUNE 2022

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## ABOUT THIS REPORT

Ku-ring-gai Council's Revised Delivery Program 2018-2022 and Operational Plan 2020-2022 were adopted in June 2021. The combined document includes:

- Four year Term Achievements, outlining what Council intends to do during its term of office to progress the Community Strategic Plan 'Our Ku-ring-gai 2038'. \*
- One year Operational Plan Tasks that detail the projects, programs and services that will be undertaken during 2021-2022.
- Performance Indicators that are reported annually as part of the June bi-annual reporting.

This report is presented under the following six themes:



**Community, people and culture**



**Natural environment**



**Places, spaces and infrastructure**



**Access, traffic and transport**



**Local economy and employment**



**Leadership and governance**

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

	Status	Description
	<b>Completed</b>	Term achievement/task has been completed.
	<b>Substantially completed</b>	Term achievement/task has been substantially completed.
	<b>Behind schedule</b>	Delayed performance progress with remedial action required.
	<b>Significantly behind schedule</b>	Performance issues resulting in major delays. Actions to address issues to be included.
	<b>On hold</b>	Council resolved to not proceed or place the task/term achievement on hold, or the task/term achievement cannot progress as a direct result of a Council resolution.

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

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

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

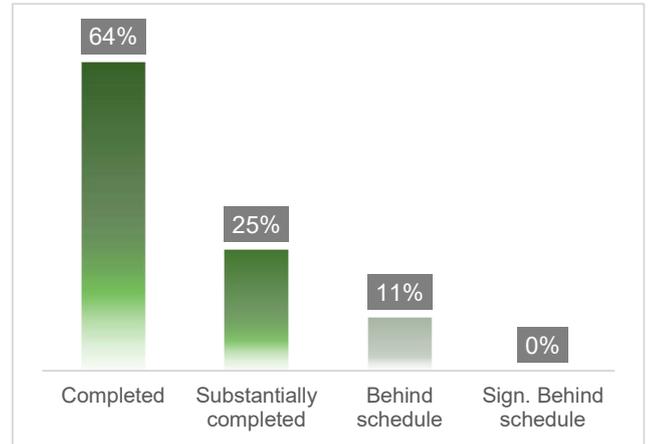
# PERFORMANCE SUMMARY

## SNAPSHOT

Delivery Program 2018 - 2022

# 89%

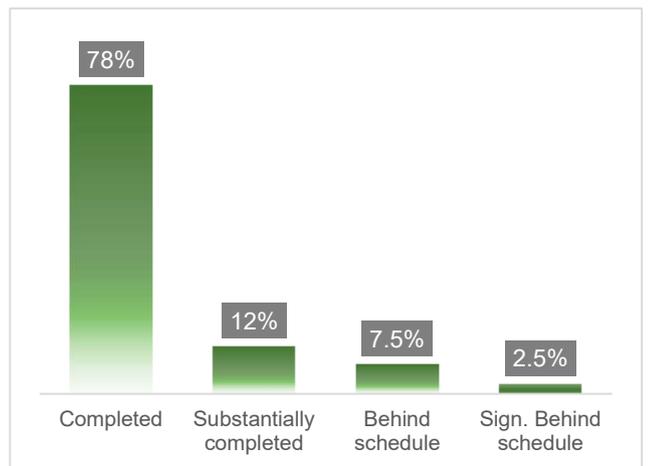
**TERM ACHIEVEMENTS COMPLETED OR SUBSTANTIALLY COMPLETED**



Operational Plan 2021 – 2022

# 90%

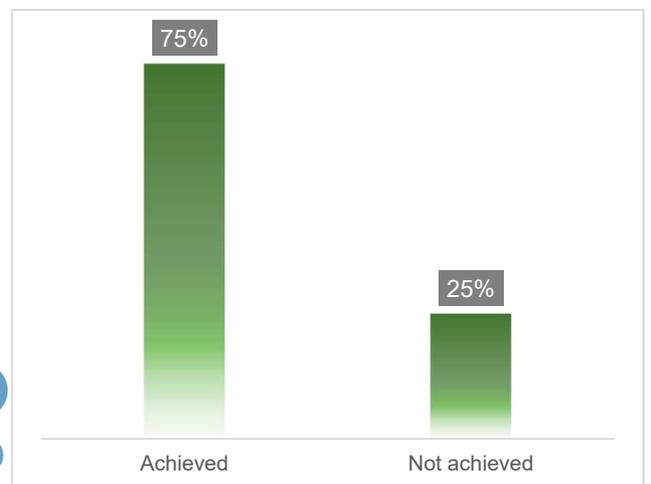
**TASKS COMPLETED OR SUBSTANTIALLY COMPLETED**



Performance Indicators 2021 – 2022

# 75%

**INDICATORS ACHIEVED**



## PERFORMANCE BY THEME

All departments have provided status updates on the progress of Delivery Program term achievements and Operational Plan tasks with commentary provided for those not completed or substantially completed. Results are satisfactory for the majority of term achievements and tasks across all themes. For those not completed or substantially completed, commentary includes the reasons for delays and proposed remedial actions. Tasks and term achievements indicated as 'on hold' are not included in performance calculations.

### Delivery Program term achievement performance by theme

Theme	Term Achievements					
	 Completed	 Substantially completed	 Behind schedule	 Significantly behind schedule	 On hold	Total no.
Community, People and Culture	3	4	0	0	1	8
Natural Environment	5	5	0	0	0	10
Places, Spaces and Infrastructure	10	2	4	0	0	16
Access, Traffic and Transport	6	0	1	0	0	7
Local Economy and Employment	2	0	1	0	0	3
Leadership and Governance	9	3	0	0	0	12
<b>Total no.</b>	<b>35</b>	<b>14</b>	<b>6</b>	<b>0</b>	<b>1</b>	<b>56</b>
<b>Performance: 35 + 14 = 49/55 = 89% (TA C6.1.1 – on hold)</b>						

### Operational Plan task performance by theme

Theme	Tasks					
	 Completed	 Substantially completed	 Behind schedule	 Significantly behind schedule	 On hold	Total no.
Community, People and Culture	24	2	1	1	3	31
Natural Environment	23	5	2	0	0	30
Places, Spaces and Infrastructure	41	12	7	3	5	68
Access, Traffic and Transport	12	0	2	0	0	14
Local Economy and Employment	8	0	0	1	1	10
Leadership and Governance	48	5	3	0	0	56
<b>Total no.</b>	<b>156</b>	<b>24</b>	<b>15</b>	<b>5</b>	<b>9</b>	<b>209</b>
<b>Performance: 156+24=180/200=90% (9 x tasks on hold)</b>						

As part of the June bi-annual reporting process, the overall completion rate for term achievements and Operational Plan tasks is calculated based on 'completed' and 'substantially completed' totals. Substantially completed tasks/term achievements are assessed as having minimal progress remaining for completion at the time of reporting.

## Delivery Program performance indicator achievements by theme

Theme	 Achieved	 Not achieved	Total
Community, People and Culture	6	8	14
Natural Environment	10	1	11
Places, Spaces and Infrastructure	9	2	11
Access, Traffic and Transport	4	1	5
Local Economy and Employment	4	2	6
Leadership and Governance	20	4	24
<b>Total no.</b>	<b>53</b>	<b>18</b>	<b>71</b>

## EXCEPTION REPORT

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

### THEME 1: COMMUNITY, PEOPLE AND CULTURE

#### Term Achievement Exceptions

Code	Description	Progress
C6.1.1	Council's planning approach to the provision of housing across Ku-ring-gai is responsive and addresses the supply, choice and affordability needs of the community and the changing population.  <b>Signoff Authority:</b> Director Strategy & Environment	
<b>Comments</b>		
<p>This Term Achievement is currently placed on hold.</p> <p>The Department of Planning, Industry and Environment (DPIE) approved the Ku-ring-gai Housing Strategy on 16 July 2021. The approval is subject to a number of requirements including the preparation of an implementation plan and planning proposals for the delivery of additional housing. In November 2021 Council resolved to reject the conditions.</p> <p><b>Reason</b></p> <p>Council is awaiting a formal response from NSW Department of Planning &amp; Environment on the next steps in the status and implementation of the Housing Strategy.</p> <p><b>Remedial Action</b></p> <p>Council was advised of the Ministers Statement of Expectations Order in February 2021. Council and Private Proponent led Planning proposals are still being assessed and reported.</p>		

#### Operational Plan Task Exceptions

Code	Description	Progress	Comments
C5.1.1.6	Implement the Food Safety Protection Program in accordance with the NSW Food Authority Agreement.  <b>Signoff Authority:</b> Manager Compliance & Regulation	  70%	<p>Currently there are 430 registered food premises within the Local Government Area.</p> <p>Due to the COVID-19 pandemic restrictions, Council's food shop inspection program remained on hold until November 2021 and did not recommence until the third quarter due to staff resourcing shortages.</p> <p>Food shop owners /operators continued to be regularly updated and provided with information on food safety hygiene practices.</p> <p><b>Reason</b></p> <p>The program was on hold for the first two reporting periods due to COVID-19 pandemic restrictions, lock downs and staff resource shortages.</p> <p>A number of food premises also remained closed which constrained entry to undertake inspections.</p> <p><b>Remedial Action</b></p> <p>An inspection schedule will be implemented in 2021/22 to ensure the program meets relevant performance measures. This will be monitored and adjustments made as required.</p>

C6.1.1.1	<p>Implement the Ku-ring-gai Housing Strategy to 2036.</p> <p><b>Signoff Authority:</b> <i>Manager Urban Planning</i></p>	 0%	<p>At the February 2022 Ordinary Meeting of Council, Councillors were advised on the Environmental Planning and Assessment (Statement of Expectations) Order 2021 and resolved to write to local State members reinforcing the effects that the current statement of expectations has on Council operations. Letters were sent in March 2022 discussing key concerns regarding development assessment and Council's adopted position in relation to key strategic planning obligations.</p> <p><b>Reason</b></p> <p>This task remains on hold following Council's resolution of 16 November 2021.</p> <p><b>Remedial Action</b></p> <p>Council staff are awaiting a further resolution from Council to progress this task</p>
C6.1.1.2	<p>Develop strategies and models that will assist the provision of affordable housing choices consistent with the Local Strategic Planning Statement (LSPS).</p> <p><b>Signoff Authority:</b> <i>Manager Urban Planning</i></p>	 0%	<p>The Local Strategic Planning Statement (LSPS) requires the preparation of an affordable housing strategy and the investigation of an affordable housing contributions scheme which is linked to the preparation of revised planning provisions as part of the Housing Strategy implementation.</p> <p>In February 2022, Council resolved to write to local State members reinforcing the effects that the current statement of expectations has on Council operations, following consideration of the Environmental Planning and Assessment (Statement of Expectations) Order 2021 advice from the Department of Planning, Industry and environment. Letters were sent in March 2022 discussing key concerns regarding development assessment and Council's adopted position in relation to key strategic planning obligations.</p> <p><b>Reason</b></p> <p>This task remains on hold following Council's resolution of 16 November 2021.</p> <p><b>Remedial Action</b></p> <p>Council staff are awaiting a further resolution from Council to progress this task.</p>
C6.1.1.3	<p>Identify opportunities to provide a range of housing choices as part of the implementation of the Ku-ring-gai Housing Strategy to 2036.</p> <p><b>Signoff Authority:</b> <i>Manager Urban Planning</i></p>	 0%	<p>The Local Strategic Planning Statement (LSPS) requires Council to identify opportunities to provide a range of housing choices as part of the implementation of the Ku-ring-gai Housing Strategy to 2036.</p> <p>In February 2022, Council considered a report on the advice from the Department of Planning, Industry and environment regarding the Environmental Planning and Assessment (Statement of Expectations) Order 2021. Council resolved to write to local State members reinforcing the effects that the current statement of expectations has on Council operations. Letters were sent in March 2022 discussing key concerns regarding development assessment and Council's adopted position in relation to key strategic planning obligations.</p> <p><b>Reason</b></p> <p>This task remains on hold following Council's resolution of 16 November 2021.</p>

			<p><b>Remedial Action</b></p> <p>Council staff are awaiting a further resolution from Council to progress this task</p>
C7.1.1.4	<p>Review and update Ku-ring-gai's Bushfire Prone Land Map.</p> <p><b>Signoff Authority:</b> <i>Manager Environment &amp; Sustainability</i></p>		<p>Consultancy Eco Logical Australia Pty Ltd was appointed and initial fieldwork on mapping anomalies were completed in association with field sites/advice from Council's Bushfire Technical Officer.</p> <p>GIS analysis commenced for revision of Ku-ring-gai's mapping product.</p> <p>Revised mapping will be reported back to Council in the first quarter of 2022.</p> <p><b>Reason</b></p> <p>The project is now progressing well and in accordance with project milestones</p> <p><b>Remedial Action</b></p> <p>This project is now fully 'on track'. No further action is required.</p>

## THEME 2: NATURAL ENVIRONMENT

### Operational Plan Task Exceptions

Code	Description	Progress	Comments
N2.1.1.1	<p>Implement priority actions in the Ku-ring-gai Natural Areas Plan of Management.</p> <p><b>Signoff Authority:</b> <i>Manager Environment &amp; Sustainability</i></p>	 80%	<p>A draft Natural Areas Plan of Management (PoM) is awaiting finalisation for public exhibition. Maps for the Plans of Management have been developed and final categorisations completed as part of the exhibition material.</p> <p>Management actions outlined in the PoM are generally aligned with the existing Bushland Plan of Management which continues to be implemented and guide management actions in bushland reserves.</p> <p><b>Reason</b></p> <p>Complex mapping requirements across numerous Plans of Management and limited availability of staff resources has delayed completion of the work.</p> <p><b>Remedial Action</b></p> <p>Mapping has been processed across all Plans of Management to ensure consistency.</p>
N3.1.1.3	<p>Maintain water sensitive urban design (WSUD) devices in accordance with asset management plan service levels.</p> <p><b>Signoff Authority:</b> <i>Manager Waste &amp; Cleaning Services</i></p>		<p>Extended wet weather during the period resulted in additional debris in the WSUD's and limited access for machinery to clean them. This delayed the maintenance program.</p> <p><b>Reason</b></p> <p>Significant wet weather periods made grounds inaccessible for machinery.</p> <p><b>Remedial Action</b></p> <p>Maintenance work has re-commenced for affected devices.</p>

## THEME 3: PLACES, SPACES AND INFRASTRUCTURE

### Term Achievement Exceptions

Code	Description	Progress
P4.1.1	Plans to revitalise local centres are being progressively implemented and achieve quality design and sustainability outcomes in collaboration with key agencies, landholders and the community.  <i>Signoff Authority: Director Strategy &amp; Environment</i>	
<b>Comments</b>		
<p>This Term Achievement was behind schedule for Delivery Program 2018 – 2022. Council's Public Domain Planning and associated works are being implemented, however the wider strategies and plans for the key local centres have been delayed.</p> <p><b>Reason</b> The preparation of structure plans and master plans for the key local centres could not be progressed following Council's resolution of the 16 November 2021 in relation to the Ku-ring-gai Housing Strategy.</p> <p><b>Remedial Action</b> Where possible the studies and plans for the general planning of the centres, consistent with the adopted LSPS, has continued. This included traffic and transport planning, streetscape and public domain planning and open space planning, along with early engagement with relevant state agencies.</p>		
P4.1.3	Secure a development partner for Lindfield Village Hub.  <i>Signoff Authority: Group Lead - Major Projects</i>	
<b>Comments</b>		
<p>This Term Achievement was behind schedule for Delivery Program 2018 - 2022 A Request for Detailed Proposal (RFDP) was issued to Proponents in April 2022 and responses are expected in July 2022.</p>		
P4.1.4	Secure a development partner for Turrumurra Community Hub.  <i>Signoff Authority: General Manager</i>	
<b>Comments</b>		
<p>This Term Achievement was behind schedule for Delivery Program 2018 - 2022 Examination continued for scenarios that are capable of achieving Council's Long Term Financial Plan self-funding objective.</p>		
P6.1.1	A program is being implemented to improve existing recreation, sporting and leisure facilities and facilitate the establishment of new facilities.  <i>Signoff Authority: Director Strategy &amp; Environment</i>	
<b>Comments</b>		
<p>This Term Achievement was behind schedule for Delivery Program 2018 – 2022. Strategic recreational planning under Council's Local Strategic Planning Statement was progressed along with a range of projects under the Open Space Capital Works Program for 2021/22.</p> <p><b>Reason</b> Some projects were delayed due to COVID restrictions, wet weather and staff resourcing limitations.</p> <p><b>Remedial Action</b> Projects and planning have been rescheduled.</p>		
<b>Challenges</b>		
Managing the challenges of COVID and wet weather related impacts on planning and projects.		

## Operational Plan Task Exceptions

Code	Description	Progress	Comments
P1.1.1.2	<p>Finalise preparation of a Local Character Strategy for Ku-ring-gai consistent with the Local Strategic Planning Statement (LSPS), Local Character Guidelines and the North District Plan.</p> <p><b>Signoff Authority:</b> <i>Manager Urban Planning</i></p>	 0%	<p>Preparation and implementation of a local Character Strategy is linked to the preparation of revised planning provisions as part of the Housing strategy implementation.</p> <p>A report was presented to Council in February 2022 to advise Council of the recently made Environmental Planning and Assessment (Statement of Expectations) Order 2021. Letters were sent to local State in March 2022 discussing key concerns regarding development assessment and Council's adopted position in relation to key strategic planning obligations.</p> <p><b>Reason</b></p> <p>Following Council's resolution of the 16 November 2021 to reject the conditions in the Department of Planning, Industry and Environment's Letter of Approval (1-12) dated 16 July 2021 this task was placed on hold.</p> <p><b>Remedial Action</b></p> <p>Council staff are awaiting a further resolution from Council to progress this task.</p>
P4.1.1.4	<p>Finalise a Creative Arts Facility Strategy to guide the delivery of creative arts and cultural facilities across the local government area.</p> <p><b>Signoff Authority:</b> <i>Manager Urban Planning</i></p>	 0%	<p>No further progress.</p> <p><b>Reason</b></p> <p>The task cannot be progressed until there is greater certainty around the future of development contributions and funding for Council co-contributions.</p> <p><b>Remedial Action</b></p> <p>On 15 March 2022, Council resolved to formally place this item on hold, as part of the Revised Delivery Program 2018-2022 and Operational Plan 2021-2022: December Biannual Report.</p>
P4.1.1.5	<p>Identify locations for new parks in priority areas identified in Council's adopted Open Space Acquisition Strategy.</p> <p><b>Signoff Authority:</b> <i>Manager Urban Planning</i></p>	 60%	<p>Negotiations are progressing for property acquisition in the Pymble, Gordon and Roseville local centres.</p> <p><b>Reason</b></p> <p>This is an ongoing collaboration between the urban design and property teams.</p> <p><b>Remedial Action</b></p> <p>Negotiations will continue to be conducted.</p>
P4.1.1.7	<p>Prepare streetscape concept plans for identified precincts in Turrumurra Local Centre consistent with the Public Domain Plan.</p> <p><b>Signoff Authority:</b> <i>Manager Urban Planning</i></p>	 30%	<p>During the reporting period engagement continued with TfNSW regarding improvements and expansion of the bus interchange.</p> <p>The traffic study for Turrumurra local centre has high-lighted some issues that need to be addressed before the implementation of streetscape works. This may change priorities around the delivery of key precincts.</p> <p><b>Reason</b></p> <p>The traffic study for Turrumurra local centre has high-lighted some issues that need to be addressed before the implementation of streetscape works.</p>

			<p>This may change priorities around the delivery of key precincts.</p> <p><b>Remedial Action</b></p> <p>Further consultation with Transport for NSW regarding their timeline for improvements to the Pacific Highway, the bus interchange and potential for a bridge at the end of Ray Street. Understanding priorities for upgrades from TfNSW will assist in decisions regarding timing of streetscape improvements.</p>
P4.1.1.12	<p>Finalise strategies and plans for Gordon Local Centre and surrounds.</p> <p><b>Signoff Authority: Manager Urban Planning</b></p>	 <p>0%</p>	<p>The preparation of structure plans and master plans could not be progressed further following Council's resolution of the 16 November 2021 in relation to the Ku-ring-gai Housing Strategy.</p> <p>A report was presented to Council in February 2022 to advise Council of the recently made Environmental Planning and Assessment (Statement of Expectations) Order 2021. Letters were sent State MPs in March 2022 discussing key concerns regarding development assessment and Council's adopted position in relation to key strategic planning obligations.</p> <p><b>Reason</b></p> <p>The preparation of structure plans and master plans could not be progressed further following Council's resolution of the 16 November 2021 in relation to the Ku-ring-gai Housing Strategy.</p> <p><b>Remedial Action</b></p> <p>The task has been placed on hold</p>
P4.1.1.13	<p>Finalise strategies and plans for Turramurra Local Centre and surrounds.</p> <p><b>Signoff Authority: Manager Urban Planning</b></p>	 <p>0%</p>	<p>The preparation of structure plans and master plans could not be progressed further following Council's resolution of the 16 November 2021 in relation to the Ku-ring-gai Housing Strategy.</p> <p>A report was presented to Council in February 2022 to advise Council of the recently made Environmental Planning and Assessment (Statement of Expectations) Order 2021. Letters were sent to local State MPs in March 2022 discussing key concerns regarding development assessment and Council's adopted position in relation to key strategic planning obligations.</p> <p><b>Reason</b></p> <p>The preparation of structure plans and master plans could not be progressed further following Council's resolution of the 16 November 2021 in relation to the Ku-ring-gai Housing Strategy.</p> <p><b>Remedial Action</b></p> <p>The task has been placed on hold</p>
P4.1.1.14	<p>Finalise strategies and plans for Lindfield Local Centre and surrounds.</p> <p><b>Signoff Authority: Manager Urban Planning</b></p>	 <p>0%</p>	<p>The preparation of structure plans and master plans could not be progressed further following Council's resolution of the 16 November 2021 in relation to the Ku-ring-gai Housing Strategy.</p> <p>A report was presented to Council in February 2022 to advise Council of the recently made Environmental Planning and Assessment (Statement of Expectations) Order 2021. Letters were sent State MPs in March 2022 discussing key concerns regarding development assessment and Council's</p>

			<p>adopted position in relation to key strategic planning obligations.</p> <p><b>Reason</b></p> <p>The preparation of structure plans and master plans could not be progressed following Council's resolution of the 16 November 2021 in relation to the Ku-ring-gai Housing Strategy.</p> <p><b>Remedial Action</b></p> <p>The task is on hold</p>
P6.1.1.1	<p>Deliver Council's adopted Open Space Capital Works Program.</p> <p><b>Signoff Authority:</b> <i>Manager Technical Services</i></p>	<p></p> <p>80%</p>	<p>Due to the combination of COVID and a significant period of wet weather some of the projects were delayed.</p> <p><b>Reason</b></p> <p>COVID related impacts and wet weather delayed work schedules.</p> <p><b>Remedial Action</b></p> <p>Projects and planning were rescheduled.</p>
P6.1.1.2	<p>District park landscape masterplans are prepared to inform the forward Open Space Capital Works Program.</p> <p><b>Signoff Authority:</b> <i>Manager Urban Planning</i></p>	<p></p> <p>75%</p>	<p>The Hassall Park, St Ives Landscape Masterplan was completed and handed over to Operations for implementation.</p> <p>A draft Landscape Masterplan for The Glade, Wahroonga is being reported to Council in June. Pending endorsement by Council, the draft masterplan will be placed on public exhibition during July.</p> <p><b>Reason</b></p> <p>The landscape masterplan for The Glade project is on track, and will be nearing completion by the next reporting period.</p> <p><b>Remedial Action</b></p> <p>The draft landscape masterplan for The Glade will be finalised for adoption subject to any amendments following the public exhibition process.</p>
P6.1.1.5	<p>Implement improvements to carparking at Wahroonga Park and St Ives Showgrounds.</p> <p><b>Signoff Authority:</b> <i>Manager Technical Services</i></p>	<p></p> <p>90%</p>	<p>The detail design for St Ives Showground main carpark is now in the final stages with a finalised design package expected by the end of June.</p> <p>The design for the carpark improvements at Wahroonga Park has been modified following internal and external consultation. An accessible space will now be provided adjacent to the playground with works to commence in the first quarter of 2022/23.</p> <p><b>Reason</b></p> <p>Resourcing issues resulting from COVID impacted on the progress of some lower priority projects</p> <p><b>Remedial Action</b></p> <p>The works are on track with the detail design works for the Wahroonga accessible carspace nearing completion internally and the consultant finalising the package for the main carpark upgrade at the Showground.</p>
P6.1.1.7	<p>Progressively review Plans of Management for Community land.</p> <p><b>Signoff Authority:</b> <i>Manager Urban Planning</i></p>	<p></p> <p>75%</p>	<p>The Generic Sportsground Plan of Management (PoM) has been reported to Council for exhibition and staff are awaiting the</p>

			<p>review by Crown Lands and approval to exhibition.</p> <p>The Generic Parks PoM is in draft form with an initial review by Crown Lands undertaken and now ready to be reported to Council.</p> <p>The Generic General Community Use PoM is in draft form to be completed August</p> <p><b>Reason</b></p> <p>Undertaking the changes in mapping for Crown Lands has raised issues with site naming and now a full audit of all Parks and Reserves is being completed with the Geographical Names Board and Crown Lands.</p> <p><b>Remedial Action</b></p> <p>A full Geographical Names Board Audit to ensure all sites are named and matched correctly is progressing.</p>
P6.1.1.9	<p>Complete design documentation and award contract for Stage 2 of the Warrimoo Downhill Mountain Bike Trail at St Ives Chase.</p> <p><b>Signoff Authority: Manager Environment &amp; Sustainability</b></p>	<p></p> <p>75%</p>	<p>Design documentation was completed. The project has now moved to the contract and delivery stage.</p> <p><b>Reason</b></p> <p>Some delays occurred as a result of COVID related resourcing issues.</p> <p><b>Remedial Action</b></p> <p>Council's projects team will award the contract and oversee delivery.</p>
P6.1.1.12	<p>Progress preparation of a Green Grid Strategy for Ku-ring-gai to align with the Local Strategic Planning Statement (LSPS).</p> <p><b>Signoff Authority: Manager Urban Planning</b></p>	<p></p> <p>45%</p>	<p>Stage two report preparation is underway.</p> <p><b>Reason</b></p> <p>Resourcing issues and higher priority projects delayed progress on this project.</p> <p><b>Remedial Action</b></p> <p>Resourcing allocations to ensure the project progresses in accordance with the project plan scheduling has required tasks to be balanced with staff workloads.</p>
P6.1.1.15	<p>Finalise Recreation Needs Study for Ku-ring-gai.</p> <p><b>Signoff Authority: Manager Urban Planning</b></p>	<p></p> <p>75%</p>	<p>Progress has included significant data collection by staff, a Councillor workshop and presentation of the project outline to attendees at the June Sports Forum.</p> <p>Community consultation with stakeholders is planned for early 2022/23.</p> <p><b>Reason</b></p> <p>Work is progressing to the project timeline. Some delays were experienced due to a staff vacancy.</p> <p><b>Remedial Action</b></p> <p>Maintain progress in accordance with the agreed timeline.</p>

## THEME 4: ACCESS, TRAFFIC AND TRANSPORT

### Term Achievement Exceptions

Code	Description	Progress
T2.1.1	<p>Safety and efficiency of the local road and parking network are improved and traffic congestion is reduced.</p> <p><b>Signoff Authority:</b> Director Operations</p>	
<b>Comments</b>		
<p>This Term Achievement was behind schedule for Delivery Program 2018 – 2022.</p> <p>TfNSW's Blackspot funded project for the construction of a protected right turn bay (and upgrade of road surface to non-skid) at the intersection of Burns Road and Ellalong Road, North Turramurra did not progress as planned. Funding was granted to complete this project by end of FY 21/22. The design of this project has been finalised and it is expected that the project will commence in the 1st half of FY22/23.</p> <p>Council completed the other TfNSW's Blackspot funded project in St Ives. 100% funding (\$207,600) was received from TfNSW to construct a roundabout at the intersection of Collins Road and Toolang Road, St Ives. A detailed design was completed in-house and the construction of this facility was completed in late June 2022.</p> <p>All projects funded by TfNSW under its Federal Government Stimulus Program (approximately \$2M was awarded to Ku-ring-gai Council) for upgrading School Zone Infrastructure in the local government area have been completed by the end of June 2022. However, the street lighting upgrade at five pedestrian crossing facilities are still overdue, and Council is expected to complete the outstanding works in the first quarter of 2022/23.</p> <p>The COVID-19 pandemic impacted TfNSW's ability to monitor the effects of NorthConnex on Ku-ring-gai roads. When monitoring commences, Council will work with TfNSW and assess impacts on Council's key/selected roads, especially on the increased use of trucks along Pacific Highway and Lady Game Drive.</p> <p>During the period, an RFQ to develop an implementation plan for paid parking was set up but not yet issued to the market due to other workloads. In the Lindfield Village Green, parking meters have been installed and are operational but the integration with the NSW Government's Park N Pay app has been delayed and is expected to occur early in the second half of 2022. This is when the parking meters are expected to be fully operational for use by the community and enforced by Council's Regulatory Services.</p> <p><b>Reason</b></p> <p>Due to COVID-19 impacts there were delays to the preparation of final design and documentation tasks by consultants for the upgrade of the intersection of Burns Road and Ellalong Road. Council experienced delays in getting the street lighting design approvals from Ausgrid during 2021/22.</p> <p><b>Remedial Action</b></p> <p>Transport for NSW have agreed to carry forward the funding for the Burns Road/Ellalong Road project to 2022/23. TfNSW have also agreed to carry forward the remaining funding (from the Federal Stimulus Program) into 2022/23 to complete the upgrade of street lightings at the new pedestrian crossing facilities that have been constructed during 2021/22.</p>		

### Operational Plan Task Exceptions

Code	Description	Progress	Comments
T2.1.1.1	<p>Continue to prepare an implementation plan for paid parking addressing location, financial and timing aspects of implementation.</p> <p><b>Signoff Authority:</b> Manager Urban Planning</p>	 75%	<p>A parking management system was selected and installed in the Council-operated section of the Lindfield Village Green car park. The system is effectively a pay and display system, but also offers a smartphone app for enhanced customer convenience that integrates with the NSW Government's Park N Pay, providing real time parking availability in all Park&amp;Ride carparks. It also allows users to top up existing parking remotely and get notifications when a parking session is about to expire.</p>

			<p>To complement this, a Request for Quotation (RFQ) for the engagement of specialist consultants is being finalised, to advise Council on a staged implementation and fee structure for the Parking Management Strategy and preferred ownership/operator model for the wider area, having regard to the system implemented in the Lindfield Village Green project. This work will inform other major project car parks and potentially off-street car parks. The RFQ is expected to be issued early in the next quarter.</p> <p><b>Reason</b></p> <p>The need to implement a system in the Lindfield Village Green car park (in response to the TfNSW Park N Pay commuter car park management system being installed) resulted in this being delayed.</p> <p><b>Remedial Action</b></p> <p>The RFQ is being finalised and is expected to be issued by the end of June 2022.</p>
T2.1.1.2	<p>Implement the 10 year Traffic and Transport Program.</p> <p><b>Signoff Authority:</b> <i>Manager Traffic &amp; Transport</i></p>	<p> 75%</p>	<p>Council received funding from TfNSW for the construction of a protected right turn bay (and upgrade of road surface to non-skid) at the intersection of Burns Road and Ellalong Road, North Turrumurra, which is a project listed in the 10 Year Traffic and Transport Plan. Funding in 2020/2021 was for the design and documentation. A traffic management plan was approved by TfNSW and was reported to the Ku-ring-gai Traffic Committee for consideration. Construction was expected to take place in the second half of calendar year 2022 but has not yet commenced.</p> <p>Delays were incurred in this project due to COVID-19 impacting the time required for design and documentation tasks to be completed.</p> <p>Submitted nominations to the 2022/2023 Black Spot Program that are listed in the 10 Year Traffic and Transport Plan included:</p> <ul style="list-style-type: none"> <li>* Lady Game Drive West Pymble - road crossfall correction and resurfacing between bridge and curve 150m west of Blackbutt Creek.</li> </ul> <p>The following sites in the 10 Year Traffic and Transport Plan were assessed for eligibility in the 2022/2023 Black Spot Program, but did not meet the program's criteria:</p> <ul style="list-style-type: none"> <li>* Intersection of Archbold Road and Tryon Road (widen Eastern Arterial Road/Archbold Road to provide dedicated right turn bays and provide right turn bays on Tryon Road approaches).</li> <li>* Intersection of Junction Road and Grosvenor Road (replace roundabout with new traffic signals).</li> </ul> <p>Successful applications are typically announced in April/May but as of June 2022, there was no formal announcement of successful applications.</p> <p><b>Reason</b></p> <p>Delays were incurred due to the COVID-19 pandemic impacting the design and documentation tasks for the upgrade of the intersection of Burns Road and Ellalong Road.</p> <p><b>Remedial Action</b></p> <p>Transport for NSW agreed to carry forward the funding for this project to the next financial year. As a</p>

		result, construction work can commence as soon as possible in the 2022/2023 financial year.
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## THEME 5: LOCAL ECONOMY AND EMPLOYMENT

### Term Achievement Exceptions

Code	Description	Progress
E1.1.1	Ku-ring-gai's opportunities and assets are promoted and strengthened to attract business and employment to the area.  <b>Signoff Authority:</b> Director Community	
<b>Comments</b>		
<p>This Term Achievement was behind schedule for Delivery Program 2018 – 2022.</p> <p>Council continues to work towards attracting business to the area and has joined the national Go Local First campaign - successfully signing up more local businesses than any other local government area in NSW. Nearly 100 businesses are participating, and Council is collaborating with the Council of Small Business Organisation Australia to promote local participants. In late 2021, Council sponsored the Hornsby Ku-ring-gai Local Business Awards that recognise local Ku-ring-gai businesses, commenced the annual business survey, and launched the Destination Connections E-newsletter to assist local tourism related businesses. Council continued to deliver a successful business engagement events program during the period</p> <p><b>Reason</b></p> <p>The Retail and Commercial Centres Strategy could not be finalised following Council's resolution of the 16 November 2021 in relation to the Ku-ring-gai Housing Strategy and has been placed on hold. Awaiting further resolution from Council or directions from the NSW State Government.</p> <p><b>Remedial Action</b></p> <p>Finalisation of the Retail and Commercial Centres Strategy is dependent on further resolution from Council or directions from the NSW State Government.</p>		

### Operational Plan Task Exceptions

Code	Description	Progress	Comments
E1.1.1.2	Undertake the Employment Lands Study and Strategy as part of the implementation of the Local Strategic Planning Statement (LSPS).  <b>Signoff Authority:</b> Manager Urban Planning	 50%	<p>This task could not proceed due to exhibition of the NSW Department of Planning and Environment's Employment Zones Reform.</p> <p>Council staff liaised with the Department regarding translation of existing Ku-ring-gai centres zonings into the Department's proposed new employment zones framework to inform the public exhibition. The Department's public exhibition commenced 31 May 2022 and runs until 12 July 2022. Council is preparing a submission to the Department.</p> <p><b>Reason</b></p> <p>The progression of this task was dependent upon the DPE placing the employment zones reform implementation plan on public exhibition. This was delayed for a number of months.</p> <p><b>Remedial Action</b></p> <p>Now that the employment zones reform implementation plan is on public exhibition, Council is preparing a submission to the public exhibition before the closing date on 12 July 2022.</p>
E1.1.1.5	Finalise the Retail and Commercial Centres Strategy for Ku-ring-gai.  <b>Signoff Authority:</b> Manager Urban Planning		The Ku-ring-gai Retail and Commercial Centres Strategy was prepared for Council by consultancy AEC. The draft strategy was placed on public exhibition September-October 2020. The Strategy was reported to Council 8 December 2020 but not formally adopted by Council due to inconsistency with Council resolution on Housing Strategy. Council has

			<p>discussed the Housing Strategy and Department's Letter of Approval in 2022. A report was presented to OMC February 2022 to advise Council of the recently made Environmental Planning and Assessment (Statement of Expectations) Order 2021. Council resolved at the February 2022 OMC to write to the local State members of Parliament reinforcing the effects that the current statement of expectations has on Council operations.</p> <p><b>Reason</b></p> <p>The task could not be progressed further following Council's resolution of the 16 November 2021 in relation to the Ku-ring-gai Housing Strategy and has been placed on hold. Awaiting further resolution from Council or directions from the NSW State Government,</p> <p><b>Remedial Action</b></p> <p>Await further resolution from Council or directives from the NSW State Government before any further action can be taken.</p>
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## THEME 6: LEADERSHIP AND GOVERNANCE

### Operational Plan Task Exceptions

Code	Description	Progress	Comments
L3.1.1.2	<p>Manage, coordinate, support and facilitate the effective operation of Council's Internal Audit function.</p> <p><b>Signoff Authority:</b> <i>Manager People &amp; Culture</i></p>	 80%	<p>Two internal audits were commenced during the reporting period. This included privacy and information awareness and a risk assessment of the fraud and corruption framework. The scope of these audits was consistent with the 5 shared service councils. Four of the six audits planned have been completed with two deferred at management's request. In its place, a fraud and corruption review and preparation of an audit universe map have been completed and presented to the June 2022 ARIC.</p> <p><b>Reason</b></p> <p>Staffing remains a challenge with only 2 full time staff members rather than 3.</p> <p><b>Remedial Action</b></p> <p>Discussions have been held with the General Managers of the shared service councils regarding remodelling of the function in terms of resourcing and budget. A decision will be made by the end of the financial year.</p>
<b>Challenges</b>			
Staff resourcing limitations affecting the completion of planned audits to meet stakeholder expectations.			
L3.1.1.5	<p>Coordinate the efficient and effective delivery of the North Shore Council's Internal Audit Service.</p> <p><b>Signoff Authority:</b> <i>Manager People &amp; Culture</i></p>	 80%	<p>Approximately 80% of the internal audit plan for each council was completed, There have been common audits of cyber security, privacy and information awareness and food inspections completed which has resulted in information being shared across councils. Reports to six ARIC meetings were presented during March/April 2022 which included the validation of the resolution of past internal audit recommendations.</p> <p>Stakeholder meetings have been held throughout the period to maintain positive working relationships.</p> <p><b>Reason</b></p>

			<p>Staff resource limitations with two rather than three full-time auditors has inhibited completion of the plans. Where possible internal audits have been outsourced to take advantage of specific skills and expertise.</p> <p><b>Remedial Action</b></p> <p>Discussions have been held with the six General Managers of the shared service to review the resourcing and budget allocations for the function with a decision anticipated before the end of the financial year.</p>
<b>Challenges</b>			
Staff resourcing limitations affecting the completion of planned audits to meet stakeholder expectations.			
L3.1.4.8	<p>Effectively deliver learning and development strategy and programs in line with identified priorities and the objectives of Council's adopted Workforce Management Strategy.</p> <p><b>Signoff Authority:</b> <i>Manager People &amp; Culture</i></p>	<p> 90%</p>	<p>COVID-19 restrictions impacted the delivery of the Leadership Development Program throughout 2021 and into 2022. Delivery of the program will recommence in the second half of 2022. Council's face to face induction program component for new employees has recommenced with all eligible employees who were unable to fully participate in the program due to public health orders now completing the program. General training has continued with eLearning and a greater use of Zoom and webinar-based training sessions. The annual WHS compliance training program has been delivered for 2022 despite numerous course delivery delays due to COVID-19. New eLearning modules have been developed to address identified training needs and new eLearning modules for Recruitment and Selection training for selection panel members these will be delivered in the second half of 2022 as required.</p> <p><b>Reason</b></p> <p>COVID19 related public health orders and absenteeism due to COVID19 have impacted participation in and the delivery of many of Council's face to face training programs.</p> <p><b>Remedial Action</b></p> <p>Additional training has been scheduled and is being delivered to address the delayed program rollout.</p>
<b>Challenges</b>			
COVID-19 related public health orders and absenteeism due to COVID-19 have impacted participation in and the delivery of many of Council's face to face training programs.			

## FULL REPORTING

## BY THEME

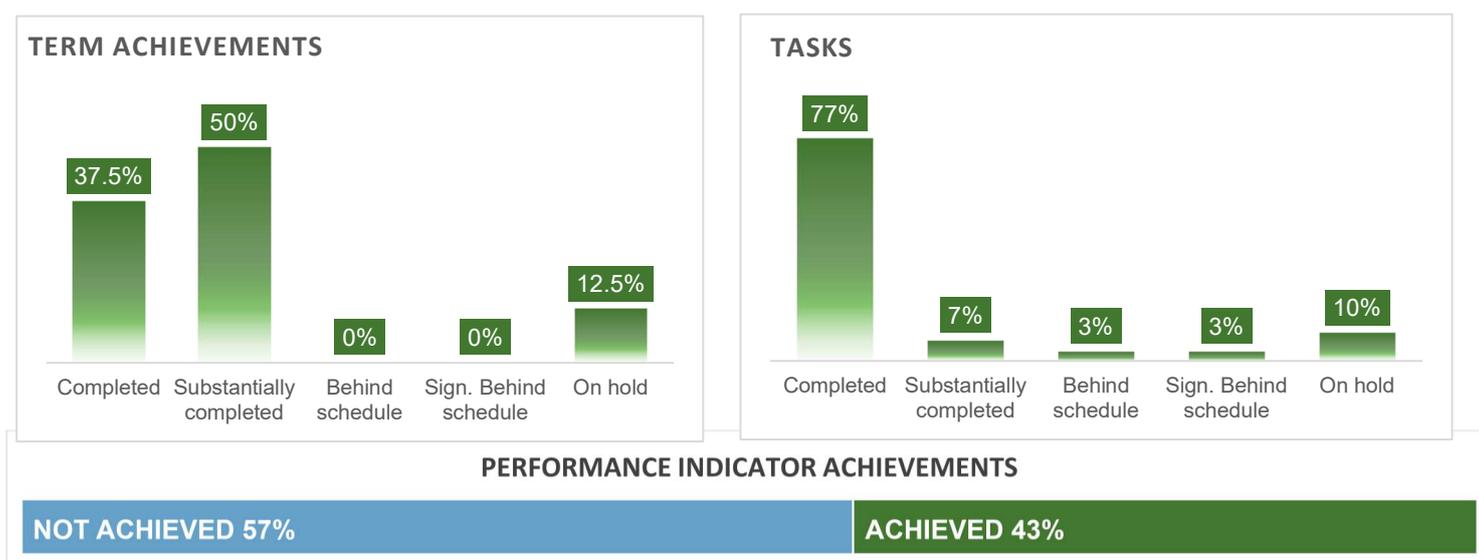


## THEME 1

### COMMUNITY, PEOPLE AND CULTURE

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

#### Performance summary



#### Key achievements

- Substantial completion of the detailed tender documentation for Marian Street Theatre.
- The very successful Seniors & Volunteer Expo which provided a showcase and participation opportunity to 35 local community organisations and groups attracting 715 visits to stalls.
- Delivery of the Gai Marigal Festival Warakirri Dining Experience with Indigenous Business Indigiearth from Mudgee, and the expanded program and partnerships for the 2nd annual Ku-ring-gai Heritage Festival.
- Integration of the new St Ives Skate Park into the general community use of St Ives Village Green.
- Grant funded technology improvement project completed ahead of schedule with contemporary self-loan terminals upgraded at all library sites.
- Online and face-to-face events and exhibitions by the Art Centre and libraries were highly commended by the community
- Transitioned Library Management System to Cloud Hosted environment.
- Additional support and resources for volunteers delivered including Bushcare site management plans, new volunteer website information, the street verge gardens initiative and successful support for the Integrated Pest Management conference.
- Endorsement of the Hornsby Ku-ring-gai EMPLAN.
- Completion of the Hornsby Ku-ring-gai Bushfire Risk Management Plan.
- Exhibition of the Middle Harbour Southern Catchments Draft Flood Study.

#### Challenges

- The recovery of services after the lockdown of 2021 and navigating public health orders.
- Encouraging older and more vulnerable residents to reconnect with their community and participate again in group activities and events.
- Adverse weather experienced in April/May forced the cancellation of Enliven Ku-ring-gai events.
- Meeting the high demand for volunteers for certain aged care roles due to higher regulation on volunteers who support aged care services.

## Performance indicators

Code	Description	Baseline	Yearly Target	Units	Achieved Amount	Change from 2020/21	Performance
C1.1.1.A	Utilisation percentage rate for Council's children's services.	In 2016/17, there was 87% utilisation of children's services. (Source: Council)	87	%	76.1%	Decreased	
<b>Comment:</b> This service was impacted by COVID-19 public health restrictions and changes to government policy. The greatest impacts were in family day care and vacation care. Thomas Carlyle Children's Centre is maintaining 80% utilisation and is steadily increasing.							
C1.1.1.B	Number of participants in youth service programs.	In 2016/17, there were 6,240 participants in youth service programs. (Source: Council)	6,240	Participants	5,742	Increased	
<b>Comment:</b> COVID-19 impacted the service delivery of youth centres, local events, and in-school programs. The refurbishment of St Ives Community Centre has limited service to one youth centre, with less program delivery and direct engagement with local young people.							
C1.1.1.C	Number of participants in aged and disability programs.	In 2016/17, there were 3,097 participants in aged and disability programs. (Source: Council)	3,097	Participants	2,845	Increased	
<b>Comment:</b> All outings and exercise classes were cancelled during COVID-19 lockdowns between July and October 2021. Activities were moved online, which some seniors found difficult. From November 2021 to June 2022, participant numbers in face-to-face activities were still low due to nervousness about new variants and increasing numbers of COVID-19 cases in the community. Numbers gradually increased towards the end of the financial year.							
C1.1.2.A	User satisfaction with Council's community services and programs.	In 2016/17, there was an average 85% user satisfaction with all services and programs. (Source: Council)	85	%	96	Stable	
C2.1.1.A	Number of participants in Council's major local events.	In 2016/17, there were 45,000 participants at major supported community events. (Source: Council)	45,000	Participants	46,740	Increased	
<b>Comment:</b> Participant numbers were significantly impacted by COVID-19 health restrictions and weather. Higher growth is expected in 2022/23.							
C3.1.1.A	Number of enrolments for art centre courses.	In 2016/17, there were 2,000 enrolments for art centre courses. (Source: Council)	2,000	Enrolments	1,600	Decreased	
<b>Comment:</b> Enrolment was impacted by COVID-19 due to centre closures, reduced class numbers when open and cancellations due to illness.							

Code	Description	Baseline	Yearly Target	Units	Achieved Amount	Change from 2020/21	Performance
C3.1.1.B	Number of visits to Council libraries.	In 2016/17, there were over 500,000 visits to the libraries. (Source: Council)	500,000	Visits	210,502	Decreased	
<b>Comment:</b> The COVID-19 pandemic and public health restrictions resulted in library closures for three and a half months, and a reduction of in-house programs and events. Visitation was also impacted by community concerns about being in shared spaces.							
C3.1.1.C	Number of visits to the library website.	In 2016/17, there were over 176,000 visits to the library website. (Source: Council)	176,000	Visits	212,433	Increased	
C3.1.1.D	Number of physical loans per resident.	In 2016/17, there were 7 physical loans per resident. (Source: Council)	7	Loans	3.33	Decreased	
<b>Comment:</b> Closures and lower visitations due to the COVID-19 pandemic resulted in lower physical loans.							
C4.1.1.A	Number of registrations in active recreation programs supported by Council.	In 2016/17, there were 738 registrations in active recreation programs supported by Council. (Source: Council)	738	Registrations	193	Decreased	
<b>Comment:</b> Term 2 and 3, 2021 programs were cancelled due to COVID-19 restrictions. Term 1 and 2, 2022 outdoor programs were significantly impacted by weather.							
C5.1.1.A	Percentage of swimming pool barrier inspection program completed.	In 2016/17, 100% of the swimming pool barrier inspection program was completed. (Source: Council)	100	%	100	Stable	
C5.1.1.B	Percentage registration of companion animals within Ku-ring-gai.	In 2016/17, 95% of companion animals in Ku-ring-gai were registered. (Source: Council)	95	%	93	Decreased	
<b>Comment:</b> Council has 94% of dogs and 91% of cats registered. The growth in new dog and cat owners during the pandemic has attributed to the slight decrease in achieving target registration rates. Action is being taken by Council to increase registration rates.							
C7.1.1.A	Percentage completion of fire trail improvement program.	In 2016/17, 100% of the fire trail improvement program was completed. (Source: Council)	100	%	100	Stable	
<b>Comment:</b> In 2021/22, 16km of the fire trail network was improved.							
C7.1.1.B	Percentage completion of hazard reduction program.	In 2016/17, 45% of the hazard reduction program was completed. (Source: Council)	45	%	35.5	Increased	
<b>Comment:</b> In 2021/22, 27.2 ha of the program was achieved. Unsuitable weather conditions were experienced during the season which limited further burning activities.							

Key:  Achieved  Not achieved

## Full progress report

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

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

### Term Achievement

Code	Description	Progress
C1.1.1	Council's policies, programs and advocacy address the social, information and health needs of all age groups, reduce disadvantage and address gaps in service provision.  <i>Signoff Authority: Director Community</i>	<input checked="" type="checkbox"/>
<b>Comments</b>		
Completed for the Delivery Program 2018 - 2022.  As the COVID-19 health restrictions were relaxed many of Council's community and library services progressively started to operate as "normal". A greater emphasis was placed on encouraging vulnerable residents to reconnect with their community and participate in group activities and events. Programs were developed in partnership with local and regional organisations in response to emerging community needs and to ensure a coordinated approach to service delivery.		

### Operational Plan Tasks

Code	Description	Progress	Comments
C1.1.1.1	Develop and implement effective plans, services and programs to proactively address the changing needs of the community including recommendations and programs identified in Council's Community Needs Analysis and Children's Services Needs Study.  <i>Signoff Authority: Manager Community Development</i>	<input checked="" type="checkbox"/> 100%	During the reporting period there was an increase in occupancy across Long Day Care, Family Day Care and the Vacation Care services, following relaxation of COVID health orders in late 2021. This included resumption of vacation care excursion-based programs.  Council's Youth Services co-ordinated community stakeholder meetings, skate workshops, art workshops and informal BBQ's with Streetworks to promote safe use of the recently opened skate park in St Ives. Other achievements included:  * Monthly youth interagency meetings to facilitate planning, service coordination and information exchange across Ku-ring-gai and Hornsby LGA's. * Refurbishment and development of St Ives Youth Hub and weekly drop-in services at Gordon's Youth Centre.  Aged Services developed partnerships with community organisations to improve seniors' and carers' access to services and social programs. Over 38 community organisations participated in Everything for Seniors Day during the Seniors Festival in March.
C1.1.1.2	Partner with key stakeholders to deliver community programs in response to identified community needs.  <i>Signoff Authority: Manager Community Development</i>	<input checked="" type="checkbox"/> 100%	Around 480 seniors participated in activities between January and June 2022. The Seniors' Festival expo brought together 38 community organisations, showcasing their activities and services, and attracted 715 visits to the information stalls.  Seniors were offered fortnightly outings to places of interest followed by a social lunch. These are designed to keep seniors active, interested and engaged. In collaboration with northern Sydney councils, 8 webinars on topics of importance to seniors were offered during Seniors' Festival, with three being presented or screened in Council Chambers for those who don't use Zoom.  With the opening of the new skatepark in St Ives, Youth Services responded to increased activity and community concern for local young users. Partnering

			<p>with Totem Collective, St Ives Rotary Club, Ku-ring-gai Neighbourhood Centre and Streetwork, youth services offered a series of skatepark events and programs to promote positive relationships between local community stakeholders and young people in St Ives.</p> <p>The St Ives Youth Centre is estimated to open in late July. Community collaboration continued with monthly youth interagency meetings for the Hornsby and Ku-ring-gai region, chaired by Council's Youth Team.</p> <p>Due to poor weather conditions, the annual Shoreshocked Music Event was postponed to the 5th of August.</p> <p>Council's vacation care service registered to be part of the NSW \$500 voucher scheme. This allows families with children aged 4 to 13 years that attend primary school to be eligible to receive a \$500 voucher per child to reduce the out of pocket costs for before/afterschool and Vacation Care.</p>
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### Key Achievements and challenges

Seniors' outings were well attended, and feedback indicated an average 97% satisfaction. Comments from participants included "Social interaction is great", "As I live on my own, it is good to get out and be with others" "Gives me such a boost", "Gives me insight of what is happening and ideas of places that I would not normally go", "Knowledge, interest, out and about, socialising", "Meeting interesting people".

Youth Services worked closely with local organisations and services to create a seamless integration of the new St Ives skate park into the general community use of St Ives Village Green.

All Council children's services have increased utilisation levels. However, there continues to be challenges throughout children's services as staff and children contract COVID 19, resulting in some family day care services having to close for the 7 day isolation period. Recruitment of Early Years educators has proven challenging across all three services and there are positions that remain vacant.

C1.1.1.3	<p>Deliver accessible and inclusive library services to the community, including information and lending services, consistent with social justice principles.</p> <p><b>Signoff Authority:</b> <i>Manager Library Services</i></p>	<p> 100%</p>	<p>In the first 6 months of 2022, there were over 136,000 visitations across all Ku-ring-gai library branches. Visitations continued to be impacted by the pandemic and followed the trend that has been seen across public libraries throughout NSW. Over 270,000 items were loaned and over 1,771 new members joined the Library.</p> <p>As public health orders allowed, services were re-introduced and in-person events increased, including JP services, book clubs, pre-school storytimes and the Libraribus. Our event series for adults, Libraries Up Late, provided a series of talks across a variety of topics to enhance lifelong learning and understanding.</p>
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### Challenges and achievements

A major challenge has been the recovery of services after the lockdown of 2021 and navigating the public health orders. Ku-ring-gai Library Service has ensured throughout this time that we have maintained full opening hours and re-introduced services with consideration of the health and safety of our community. In the first half of this year, key achievements include:

\* Library Up Late Series, including author talks and information sessions

\* Re-introduction of the following activities:

- group meetings at the Library, including bookclubs, knitting, crossword and mah-jong
- school holiday programs
- pre-school storytimes for ages 0-6 years
- Libraribus bringing residents into the Library to select and borrow items.

### Term Achievement

Code	Description	Progress
C1.1.2	Access has increased for communities that face barriers to using social services and community facilities.	

	<b>Signoff Authority:</b> Director Community	
<b>Comments</b>		
<p>Completed for the Delivery Program 2018 - 2022.</p> <p>Implementation of Council's Disability Inclusion and Access Plan continued including access improvements to the built environment, training of front-line staff, updating online information to the community, removing barriers to people accessing services to achieve equitable outcomes and raising awareness of issues impacting on people living with a disability and their carers.</p>		

### Operational Plan Tasks

Code	Description	Progress	Comments
C1.1.2.1	<p>Implement programs in response to identified community needs that address a range of accessibility issues, reduce social isolation and promote social inclusion.</p> <p><b>Signoff Authority:</b> Manager Community Development</p>	<p style="text-align: center;"> <input checked="" type="checkbox"/>            100%         </p>	<p>The following activities were progressed or completed during the period:</p> <ul style="list-style-type: none"> <li>* Advice provided regarding access to Council Chambers building, as well as accessible parking requirements and suitable locations.</li> <li>* Working with local public high schools on options for a therapy garden</li> <li>* Facilitating improved accessibility to our sporting facilities, notably Bannockburn Oval.</li> <li>* Updating Council's website including information regarding local and state (where appropriate) services for people with disability.</li> <li>* Assisting with showcasing a range of services available in the local community for senior citizens.</li> <li>* Facilitating a feasibility review of a drop off and pick up point for the Cubby House Toy Library within the Ku-ring-gai area.</li> <li>* Collaborating with services and Councils throughout the region through the Northern Sydney Disability Network.</li> </ul>
C1.1.2.2	<p>Implement Council's Access, Disability and Inclusion Plan.</p> <p><b>Signoff Authority:</b> Manager Community Development</p>	<p style="text-align: center;"> <input checked="" type="checkbox"/>            100%         </p>	<p>The following actions were completed during the reporting period:</p> <ul style="list-style-type: none"> <li>*Planning for Access Awareness training for both technical and operational staff.</li> <li>*Planning for Web content accessibility training.</li> <li>*Provided a glossary of terms to guide staff on correct disability related terminology.</li> <li>*Attended Hornsby/Ku-ring-gai Local Emergency Management Committee Evacuation Centre Review.</li> <li>*Liaised with Operations and Strategy and Environment Departments regarding accessible parking and access to Council chambers.</li> </ul>

**Issue:** C2: Cultural diversity and creativity

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

### Term Achievement

Code	Description	Progress
C2.1.1	<p>Ku-ring-gai's rich cultural diversity and creativity is celebrated through programs and events.</p> <p><b>Signoff Authority:</b> Director Community</p>	
<b>Comments</b>		
Substantial completion for Delivery Program 2018 – 2022.		

Council's comprehensive events and festival program continued to be delivered for the year, including an expanded Gai-Marigal Indigenous festival and a heritage festival supported by the National Trust. Activation of the St Ives showground precinct has facilitated increases in major events including Sunset Cinema. Detailed tender documentation for Marian Street Theatre was substantially completed.

## Operational Plan Tasks

Code	Description	Progress	Comments
C2.1.1.1	<p>Deliver community education programs and events that celebrate our diversity.</p> <p><b>Signoff Authority:</b> <i>Manager Visitor Experience &amp; Events</i></p>	<p> 100%</p>	<p>A very successful Ku-ring-gai Heritage Festival was delivered from 18 April to 19 May with 16 events running across the festival with 14 different partners and 10 of the events sold out.</p> <p>A very successful Gai Mariagal Festival was held from 26 May. The festival included an Indigenous Heritage Presentation and Bush Tucker Walk on 16 June and the Warakirri Dining Experience on 18 June.</p> <p>Enliven Ku-ring-gai was unable to proceed due to the bad weather events in April/May.</p> <p>Record attendances were achieved at 5 Anzac Day services across Ku-ring-gai (Roseville, West Pymble, Turramurra, Wahroonga and St Ives) and a Commemorative Church service at St Johns Church at Gordon.</p>
<b>Key Achievements and challenges</b>			
<p>* Delivery of the Gai Marigal Festival Warakirri Dining Experience event with Indigenous Business Indigiearth from Mudgee, and the expanded program and partnerships for the 2nd annual Ku-ring-gai Heritage Festival.</p> <p>* The extremely bad weather experienced in April/May forced the cancellation of Enliven Ku-ring-gai events.</p>			
C2.1.1.2	<p>Promote cultural events to the whole community via Council's communication methods e.g. social media and website.</p> <p><b>Signoff Authority:</b> <i>Manager Corporate Communications</i></p>	<p> 100%</p>	<p>During the reporting period Council's communications team worked with the events team to promote several new events in Ku-ring-gai and facilities at the Showground and Wildflower Garden. These included the inaugural Arts &amp; Culture Festival, the Heritage Festival, and the weekly fresh produce market at the Showground, the Treetops high ropes course at the Showground and new educational activities at the Garden. This has been achieved through social media, media releases, e-news, digital advertising and web pages</p>
C2.1.1.3	<p>Promote opportunities for cultural groups to stage events consistent with Council's Sponsorship Policy.</p> <p><b>Signoff Authority:</b> <i>Manager Visitor Experience &amp; Events</i></p>	<p> 100%</p>	<p>Council provided sponsorship support for the highly successful Ku- ring- gai Chase Special Olympics, held on 29 May with over 1000 in attendance.</p> <p>\$55,000 in sponsorship funding was provided by Council for seven applications in 2022/23.</p>
C2.1.1.4	<p>Achieve development consent and progress detailed documentation for the tender of Marian Street Theatre.</p> <p><b>Signoff Authority:</b> <i>Director Strategy &amp; Environment</i></p>	<p> 95%</p>	<p>The consultant design team have completed 95% of the documentation required to tender the project for construction.</p>
<b>Key Achievements</b>			
Completion of tender documentation for Marian Street Theatre to 95%.			

**Issue:** C3: Community connectedness

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

## Term Achievement

Code	Description	Progress
C3.1.1	Enhance opportunities for social interaction to foster community participation, connectedness and a sense of pride in the community and local areas.  <b>Signoff Authority:</b> Director Community	
<b>Comments</b>		
Substantial completion for Delivery Program 2018 - 2022  With the easing of Public Health Orders many Council services could operate without restrictions. However, community hesitancy impacted attendance and engagement levels, which in turn affected program and service delivery. This included volunteering. Despite these challenges Council services were able to adapt to the changing conditions to deliver high quality services and programs across all various population segments and target groups.		

### Operational Plan Tasks

Code	Description	Progress	Comments
C3.1.1.1	Resource and support local initiatives and volunteer organisations through the Ku-ring-gai Community Grants Program.  <b>Signoff Authority:</b> Manager Community Development	 100%	A total of 53 applications were received from local organisations for the 2021/22 Ku-ring-gai Community Grants Program. Council allocated \$98,514 for distribution to community groups under the Equipment, Community Development and Arts Cultural categories based on identified community priorities. All recommended funding allocations were adopted by Council in February 2022.  Planning commenced for the 2022/2023 Community Grants Program, which will be advertised in July 2022.
C3.1.1.2	Coordinate the Ku-ring-gai Hornsby Volunteer Coordination Service to enhance the capacity of local organisations to deliver services to older and frail aged residents.  <b>Signoff Authority:</b> Manager Community Development	 100%	As the COVID-19 restrictions eased from January, many community organisations resumed their services and needed a large number of volunteers to assist their delivery. From January to June new volunteer roles were advertised through the Hornsby/ Ku-ring-gai Volunteer Referral Services and 70 volunteers were referred to local organisations for suitable roles based on their interests, skills, availability and age. Local Commonwealth Home Support Program (CHSP) organisations were also supported through extensive promotion of their volunteer opportunities and dissemination of updated policy information.

### **Key Achievements and challenges**

Challenges continued in meeting the high demand for volunteers for certain aged care roles due to higher regulation on volunteers who support aged care services. Council's Volunteer hub webpage is attracting increasing usage by organisations and volunteers.

C3.1.1.3	Resource and support volunteers by providing information, training and participation opportunities and recognising their contribution to the community.  <b>Signoff Authority:</b> Manager Community Development	 100%	During this period Council's 2022 Seniors and Volunteer Expo was held in Turrumurra, for seniors and potential volunteers, and local organisations to promote their activities, support for seniors and volunteer needs. Council partnered with a local organisation, Easy Care Gardening, in two seniors' workshops on Creating Herb Baskets, to provide gardening knowledge, promote their gardening service and offer volunteer opportunities to participants. First aid training course was delivered to 15 volunteers from 3 local Commonwealth Home Support Service providers. To celebrate National Volunteer Week, two movie events were organised to thank volunteers for their contribution and they were encouraged to bring their friends or family members to the celebration.
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### **Key Achievements**

The very successful Seniors & Volunteer Expo provided a showcase and participation opportunity to 35 local community organisations and groups which attracted 715 visits to their stalls.			
C3.1.1.4	<p>Deliver environmental volunteering programs.</p> <p><b>Signoff Authority:</b> <i>Manager Environment &amp; Sustainability</i></p>	 91%	<p>Environmental Programs and events were severely affected by extreme weather during the reporting period, due to inaccessible and unsafe sites. Volunteering work at many locations recommenced in Autumn. Some programs could proceed including three Bush and Bird walks, indoor events and a two-day Bicentennial Park community tree planting activity.</p> <p>Other achievements included:</p> <ul style="list-style-type: none"> <li>* Planting day at Mashmans Quarry.</li> <li>* Environmental Levy Grants applications were assessed and recommendations for funding totalling \$50,000 to be presented to Council in July.</li> <li>* Site management plans continued to be prepared and implemented for all Bushcare sites.</li> <li>* Continued successful programs for native bee hives.</li> <li>* Council's initiative for street verge gardening generated significant interest through local media and council's website page.</li> <li>* Installation of new green house at Council Nursery.</li> <li>* Successful integrated pest management conference, partly funded by an Environmental Levy Grant.</li> </ul>
<b>Key Achievements</b>			
Achievements included the site management plans roll out, success of new volunteer website information and street verge gardens webpage and successful support for the Integrated pest management conference.			
C3.1.1.5	<p>Encourage and support participation in lifelong learning and community connection within broad cultural, creative and information programs.</p> <p><b>Signoff Authority:</b> <i>Manager Library Services</i></p>	 100%	<p>Art Centre classes and programming were impacted by COVID over the Christmas and summer period. Class numbers continued to increase again to capacity from the end of January with the easing of restrictions.</p> <p>Two very well-received exhibitions were held online reaching over 600 and 2600 respectively.</p> <p>Ku-ring-gai libraries worked hard to re-engage with the community through online and where possible, face-to-face events. Highlights included 116 pre-school story-time sessions with 1001 attendees across the 4 library branches, school holiday activities, online book clubs and author events.</p>
<b>Key Achievements</b>			
Online and face-to-face events and exhibitions by the Art Centre and libraries were highly commended by the community. New booking system introduced.			
C3.1.1.6	<p>Develop and deliver information collections, including local studies and electronic resources, that reflect cultural diversity and pride in local community.</p> <p><b>Signoff Authority:</b> <i>Manager Library Services</i></p>	 100%	<p>Achievements during the period included:</p> <ul style="list-style-type: none"> <li>* Physical and digital collection purchasing continued for a range of items and formats.</li> <li>* The Local History grant funded digitisation project digitised valuable local history materials for improved accessibility for the community and council staff</li> <li>* Removal of local history legacy compactus storage unit in Gordon Library in preparation for a new, improved unit to be installed 2022/23.</li> <li>* Completed upgrade of self-loan terminals at all branches.</li> <li>* Additional 'English as a second language' resources purchased in physical and electronic resources.</li> </ul>

			* Completed development of a Collection Management Strategy.
<b>Key Achievements</b>			
* Grant funded technology improvement project completed ahead of schedule with contemporary self-loans terminals installed at all library sites.			
* Transitioned Library Management System to Cloud Hosted environment.			
* Local History events recommenced in the Library following the resumption of programming after COVID restrictions			

**Issue:** C4: Healthier lifestyles

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

### Term Achievement

Code	Description	Progress
C4.1.1	A range of cultural, recreational and leisure facilities and activities are available to encourage social interaction and stimulate everyday wellbeing.  <i>Signoff Authority: Director Community</i>	<input checked="" type="checkbox"/>
<b>Comments</b>		
Completed for Delivery Program 2018 – 2022. An increasing number of programs, healthy lifestyle workshops and recreation programs were delivered during this period as public health order restrictions eased. Council continued to work with community groups to improve community and recreational facilities and to seek capital grant funding to provide opportunities that encourage social interaction and reduce social isolation.		

### Operational Plan Tasks

Code	Description	Progress	Comments
C4.1.1.1	Healthy and active lifestyle programs and activities are delivered in collaboration with agencies and partners.  <i>Signoff Authority: Manager Community Development</i>	<input checked="" type="checkbox"/> 100%	Seniors' Functional Fitness classes remained popular during Term 1 and Term 2, with participation returning close to pre-Covid19 numbers.  A range of Active Ku-ring-gai classes recommenced in Term 1 with continuing high rates of participation including yoga, gym without walls, Tai-chi, social Tennis, mums & bubs, etc.  A very successful 'Everything for Seniors Day' was held, showcasing activities and services that local community organisations and clubs provide in Ku-ring-gai, with 38 stalls and around 800 individual visits during the day.  Stall holders included Computer Pals for Seniors, Carers NSW, CASS Care, Ku-ring-gai Neighbourhood Centre, Dementia Advisory Services, University of the Third Age, Hearing Matters Australia, Meals on Wheels, Easy Care Gardening, Community Transport, CAPAH Multicultural, Sydney Wildlife Rescue, Dance Health Alliance, Sailability, Retirement Village Residents Association, Probus Clubs and Rotary Clubs.
C4.1.1.2	Deliver and support programs and events that improve the wellbeing of the community.  <i>Signoff Authority: Manager Technical Services</i>	<input checked="" type="checkbox"/> 100%	The aquatic centre operated at full capacity during the reporting period. Council worked with the YMCA to offer promotions and incentives to residents to become members, including promotional banners and youth related projects.  Both Golf Courses continued to operate under reduced capacity due to heavy rainfall. North Turramurra Golf Course re-opened to full capacity with the operator offering youth golf clinics as part of the service. Gordon Golf Course operated at reduced capacity, however it is anticipated that the course will completely re-open by the end of June. Active Ku-

		ring-gai will continue to operate school clinics from this location.
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**Issue:** C5: Community safety

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

### Term Achievement

Code	Description	Progress
C5.1.1	Programs are implemented to manage risks and impacts on public safety.  <b>Signoff Authority:</b> Director Development & Regulation	
<b>Comments</b>		
Substantial completion for Delivery Program 2018 - 2022		
Programs to manage risks and impacts on public safety continued throughout the period in line with expectations. This included responding to community concerns with local developments, parking and traffic offences, monitoring food safety, investigating pollution, companion animal matters, fire safety and illegal waste dumping as well as COVID related matters. There was a significant increase in stormwater run-off enquiries due to the extended rain events in the reporting period.		

### Operational Plan Tasks

Code	Description	Progress	Comments
C5.1.1.1	Facilitate, resource and promote collaborative approaches to community safety that prevent anti social behaviour and support local crime prevention initiatives.  <b>Signoff Authority:</b> Director Community	 100%	Council was represented at the Police and Community Safety Committee meetings for North Sydney and Ku-ring-gai Local Area Commands. Regular stakeholder meetings were held to discuss safety concerns regarding the new St Ives Skate Park including conducting workshops with young people to promote safe use of the facility. The Reporting Crime to Police Brochure was updated including a website version which was also translated into Chinese and Korean languages. Over 1,000 copies of the brochure were made available by Council to Neighbourhood Watch Groups for distribution to residents and community organisations. Staff participated in regular Ryde Hornsby Ku-ring-gai Homelessness Coordination meetings which focus on safety concerns of homeless people and members of the community.
C5.1.1.2	Crime Prevention Through Environmental Design (CPTED) principles are incorporated into the design and construction of Council's Capital Works.  <b>Signoff Authority:</b> Manager Technical Services	 100%	Consideration and implementation of CPTED principles has been undertaken for all Capital Works Projects delivered throughout the financial year.
<b>Key Achievements</b>			
Installation of CCTV and lighting upgrades to the newly opened skatepark in SIVG Recreation Precinct			
C5.1.1.3	Implement the Companion Animals Management Plan 2020-2025, having due regard for any new controls imposed via COVID-19 Public Orders.  <b>Signoff Authority:</b> Manager Compliance & Regulation	 100%	During the period all companion animal matters were dealt with in accordance with Legislation, Policy and the Companion Animals Management Plan 2020-2025. Ku-ring-gai Council currently has 41,722 known animals within our LGA with Council registration rate remaining at 93% with cats steady at 91% and dogs 94%. 406 animal complaints were received including 48 dog attacks and 68 barking dog complaints.

<b>Key Achievements and challenges</b>			
<p>A continued high registration rate of nearly 42,000 companion animals (94%) within Ku-ring-gai. The high rate facilitates early identification and return of lost animals and efficient communication with owners.</p> <p>The complaints regarding backing dogs continue to average over 1 per week and often these issues take many months to resolve. Of similar concern is the number of dog attacks reported, with 45 for the year.</p>			
C5.1.1.4	<p>Ensure all buildings and multioccupancy residential buildings are compliant with Council's Annual Fire Safety Program.</p> <p><b>Signoff Authority:</b> <i>Manager Compliance &amp; Regulation</i></p>	 100%	<p>The Essential Services (ES) register was updated and maintained daily to reflect new properties captured, added and/ or removed from the register. An additional 167 properties were included on the Essential Services register in the past 12 months.</p> <p>Monthly reminder letters continued to be mailed out to property owners reminding them of their responsibilities to maintain fire safety measures installed within their buildings and their obligations to submit an Annual Fire Safety Statement on the due date.</p> <p>All standard templates and standard working procedures relating to Fire Safety have been reviewed and updated. Work practices have been reviewed to ensure they reflect legislative requirements.</p> <p>A full time Fire Safety Officer commenced in May 2022 and is actively working through &amp; addressing unresolved orders/issues.</p>
C5.1.1.5	<p>Undertake mandatory inspections of swimming pools as prescribed under legislation.</p> <p><b>Signoff Authority:</b> <i>Manager Compliance &amp; Regulation</i></p>	 100%	<p>There are currently 17628 swimming pools registered in the Ku-ring-gai Local Government Area. This is an increase of 67 in the last reporting period and 548 swimming pools over the past 12 months.</p> <p>During the reporting period 173 Swimming Pool Barrier inspections were undertaken and 90 Swimming Pool Directions were served.</p> <p>The swimming pool register is updated regularly with the number of swimming pool compliance inspections remaining high.</p>
C5.1.1.6	<p>Implement the Food Safety Protection Program in accordance with the NSW Food Authority Agreement.</p> <p><b>Signoff Authority:</b> <i>Manager Compliance &amp; Regulation</i></p>	 70%	<p>Currently there are 430 registered food premises within the Local Government Area.</p> <p>Due to the COVID-19 pandemic restrictions, Council's food shop inspection program remained on hold until November 2021 and did not recommence until the third quarter due to staff resourcing shortages.</p> <p>Food shop owners /operators continued to be regularly updated and provided with information on food safety hygiene practices.</p> <p><b>Reason</b></p> <p>The program was on hold for the first two reporting periods due to COVID-19 pandemic restrictions, lock downs and staff resource shortages.</p> <p>A number of food premises also remained closed which constrained entry to undertake inspections.</p> <p><b>Remedial Action</b></p> <p>An inspection schedule will be implemented in 2021/22 to ensure the program meets relevant performance measures. This will be monitored and adjustments made as required.</p>
C5.1.1.7	<p>Maintain Council's register and responsibilities for managing regulated premises.</p> <p><b>Signoff Authority:</b></p>	 100%	<p>Council's regulated premises register includes food premises, outdoor dining premises, skin penetration premises, cooling towers, public swimming pools, grey water and warm water systems.</p>

	<i>Manager Compliance &amp; Regulation</i>		<p>Inspections, education and information materials were completed and distributed in accordance with annual programs.</p> <p>All food or public health related concerns by the community were responded to and actioned as appropriate in accordance with Food Authority and NSW Government guidelines.</p> <p>A register of underground petroleum storage tanks was completed during the period.</p>
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**Issue:** C6: Housing choice and affordability

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

### Term Achievement

Code	Description	Progress
C6.1.1	<p>Council's planning approach to the provision of housing across Ku-ring-gai is responsive and addresses the supply, choice and affordability needs of the community and the changing population.</p> <p><b>Signoff Authority:</b> <i>Director Strategy &amp; Environment</i></p>	
<b>Comments</b>		
<p>This Term Achievement is currently placed on hold.</p> <p>The Department of Planning, Industry and Environment (DPIE) approved the Ku-ring-gai Housing Strategy on 16 July 2021. The approval is subject to a number of requirements including the preparation of an implementation plan and planning proposals for the delivery of additional housing. In November 2021 Council resolved to reject the conditions.</p> <p><b>Reason</b></p> <p>Council is awaiting a formal response from NSW Department of Planning &amp; Environment on the next steps in the status and implementation of the Housing Strategy.</p> <p><b>Remedial Action</b></p> <p>Council was advised of the Ministers Statement of Expectations Order in February 2021. Council and Private Proponent led Planning proposals are still being assessed and reported.</p>		

### Operational Plan Tasks

Code	Description	Progress	Comments
C6.1.1.1	<p>Implement the Ku-ring-gai Housing Strategy to 2036.</p> <p><b>Signoff Authority:</b> <i>Manager Urban Planning</i></p>	 0%	<p>At the February 2022 Ordinary Meeting of Council, Councillors were advised of the Environmental Planning and Assessment (Statement of Expectations) Order 2021 and resolved to write to local State members reinforcing the effects that the current statement of expectations has on Council operations. Letters were sent in March 2022 discussing key concerns regarding development assessment and Council's adopted position in relation to key strategic planning obligations.</p> <p><b>Reason</b></p> <p>This task remains on hold following Council's resolution of 16 November 2021.</p> <p><b>Remedial Action</b></p> <p>Council staff are awaiting a further resolution from Council to progress this task</p>
C6.1.1.2	<p>Develop strategies and models that will assist the provision of affordable housing choices consistent with the Local Strategic Planning Statement (LSPS).</p>	 0%	<p>The Local Strategic Planning Statement (LSPS) requires the preparation of an affordable housing strategy and the investigation of an affordable housing contributions scheme which is linked to the</p>

	<b>Signoff Authority:</b> <i>Manager Urban Planning</i>		<p>preparation of revised planning provisions as part of the Housing Strategy implementation.</p> <p>In February 2022, Council resolved to write to local State members reinforcing the effects that the current statement of expectations has on Council operations, following consideration of the Environmental Planning and Assessment (Statement of Expectations) Order 2021, as advised by the Department of Planning, Industry and Environment. Letters were sent in March 2022 discussing key concerns regarding development assessment and Council's adopted position in relation to key strategic planning obligations.</p> <p><b>Reason</b></p> <p>This task remains on hold following Council's resolution of 16 November 2021.</p> <p><b>Remedial Action</b></p> <p>Council staff are awaiting a further resolution from Council to progress this task.</p>
C6.1.1.3	<p>Identify opportunities to provide a range of housing choices as part of the implementation of the Ku-ring-gai Housing Strategy to 2036.</p> <p><b>Signoff Authority:</b> <i>Manager Urban Planning</i></p>	 0%	<p>The Local Strategic Planning Statement (LSPS) requires Council to identify opportunities to provide a range of housing choices as part of the implementation of the Ku-ring-gai Housing Strategy to 2036.</p> <p>In February 2022, Council considered a report on the advice from the Department of Planning, Industry and environment regarding the Environmental Planning and Assessment (Statement of Expectations) Order 2021. Council resolved to write to local State members reinforcing the effects that the current statement of expectations has on Council operations. Letters were sent in March 2022 discussing key concerns regarding development assessment and Council's adopted position in relation to key strategic planning obligations.</p> <p><b>Reason</b></p> <p>This task remains on hold following Council's resolution of 16 November 2021.</p> <p><b>Remedial Action</b></p> <p>Council staff are awaiting a further resolution from Council to progress this task.</p>

**Issue:** C7: Emergency management

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

### Term Achievement

Code	Description	Progress
C7.1.1	<p>Emergency Management Plans are developed and implemented, in partnership with emergency service agencies and key stakeholders.</p> <p><b>Signoff Authority:</b> <i>Director Operations</i></p>	
<b>Comments</b>		
<p>Substantial completion for Delivery Program 2018 - 2022</p> <p>Council remains active in its participation and facilitation of emergency management procedures for the Hornsby Ku-ring-gai Region. The Hornsby Ku-ring-gai EMPLAN was reviewed and has been endorsed by the Regional Emergency Management Committee. The Hornsby Ku-ring-gai Bush Fire Risk Management Plan has also been completed and is awaiting endorsement by the Rural Fire Service Bushfire Management Coordination Committee.</p> <p>Four meetings of the Local Emergency Management Committee were held during the reporting period and a sub committee was formed to review and update all of the evacuation centres in the Hornsby and Ku-ring-gai region. The Emergency Operations</p>		

Centre has been relocated within the RFS headquarters at Cowan and work is underway to establish a backup centre in Pymble should the need be required in an emergency.

The Middle Harbour Southern Catchments Draft Flood Study was exhibited with over 50 submissions received. The study significantly increases Ku-ring-gai's catchment scale flood study data, which will inform planning outcomes and drainage upgrade works.

### Key Achievements

- \* Endorsement of the Hornsby Ku-ring-gai EMPLAN.
- \* Completion of the Hornsby Ku-ring-gai Bushfire Risk Management Plan.
- \* Exhibition of the Middle Harbour Southern Catchments Draft Flood Study.

### Operational Plan Tasks

Code	Description	Progress	Comments
C7.1.1.1	<p>Implement and report on the Emergency Management Plan (EMPLAN) in consultation with the Hornsby Ku-ring-gai Local Emergency Management Committee.</p> <p><b>Signoff Authority:</b> <i>Director Operations</i></p>	 100%	<p>The Hornsby Ku-ring-gai EMPLAN was updated and endorsed by the Regional Emergency Management Committee.</p> <p>This involved consultation and review of all information with combat agencies and functional areas to ensure that the plan was up to date with current emergency management requirements and had considered all of the emergency events and post event reviews that had occurred since the plan was previously reviewed in 2017.</p> <p>The current focus of the committee is to review all of the evacuation centres identified in the EMPLAN and ensure their suitability and readiness for future emergencies.</p>
C7.1.1.2	<p>Implement the Hornsby Ku-ring-gai Bush Fire Risk Management Plan, in consultation with the Hornsby Ku-ring-gai Bush Fire Management Committee.</p> <p><b>Signoff Authority:</b> <i>Manager Infrastructure Services</i></p>	 100%	<p>Hazard reduction activities continued to be delivered when suitable weather conditions were available. This work will continue.</p> <p>The Hornsby Ku-ring-gai Bush Fire Risk Management Plan 2022-2026 was completed and endorsed by the Hornsby Ku-ring-gai Bushfire Management Committee. The plan, which provides strategic direction for bushfire management, is yet to be approved by the Rural Fire Service (RFS) Central Bushfire Coordinating Committee, before it can be released on public exhibition.</p>
C7.1.1.3	<p>Complete flood risk management studies in consultation with the Flood Risk Management Committee and investigate priority management actions.</p> <p><b>Signoff Authority:</b> <i>Manager Environment &amp; Sustainability</i></p>	 100%	<p>Ku-ring-gai's flood studies continued to be implemented and overseen by the Flood Risk Management Committee.</p> <p>The Middle Harbour Southern Catchments Draft Flood Study was placed on formal public exhibition from late April - May 2022. This exhibition included notification to 3432 owners of directly impacted properties and 3 community information sessions. Over 50 submissions were received and are currently being reviewed to allow updates of the flood study and finalisation in July/August 2022.</p> <p>Hydrologic analysis and establishment of the hydraulic model has been completed for the Middle Harbour Northern Catchments Flood Study. Community feedback received during the initial consultation is being incorporated into the Lane Cove - Northern Catchments Flood Study, which continues to progress.</p>
<b>Key Achievements</b>			
Public exhibition and community consultation for the Middle Harbour - Southern Catchments Flood Study.			
C7.1.1.4	<p>Review and update Ku-ring-gai's Bushfire Prone Land Map.</p>		<p>Consultancy Eco Logical Australia Pty Ltd was appointed and initial fieldwork on mapping anomalies</p>

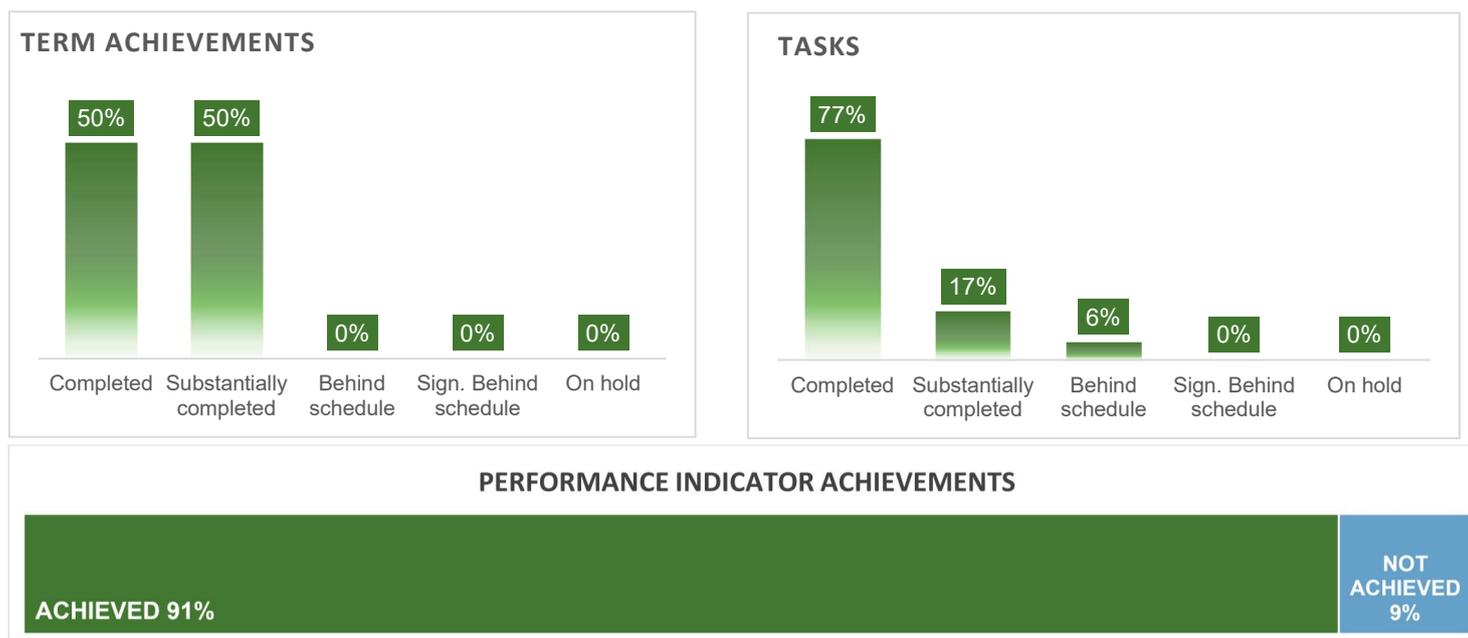
	<p><b>Signoff Authority:</b> <i>Manager Environment &amp; Sustainability</i></p>	75%	<p>were completed in association with field sites/advice from Council's Bushfire Technical Officer.</p> <p>GIS analysis commenced for revision of Ku-ring-gai's mapping product.</p> <p>Revised mapping will be reported back to Council in the first quarter of 2022.</p> <p><b>Reason</b></p> <p>The project is now progressing well and in accordance with project milestones</p> <p><b>Remedial Action</b></p> <p>This project is now fully 'on track'. No further action is required.</p>
<p><b>Challenges</b></p>			
<p>Issues related to the bushfire prone land mapping update have been resolved and the project is anticipated to progress in line with project milestones.</p>			



## THEME 2 NATURAL ENVIRONMENT

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

### Performance summary



### Key achievements

- The approval of the Cultural Education Environment Centre environmental assessment and progress on construction cost estimates and documentation.
- Council formed a successful partnership with the Department of Planning and Environment to focus on the ex-situ conservation of the critically endangered *Haloragodendron lucasii* and invested in improvements of the propagation shed located at the old nursery.
- Bushland site management plans were created to provide guidance for bushland restoration activities.
- The Ku-ring-gai Biodiversity Offset Code of Practice has been integrated within Councils updated Environmental Impact Assessment guidelines for Council activities, which will act as an internal Council policy.
- Creation of an updated Environmental Assessment Procedure and associated templates to align with new legislative planning requirements, improve assessment content and cross departmental workflows.
- The Water Sensitive Cities Strategy was adopted and published on Council's website.
- Development of the five year Net Zero Communities Strategy with actions and objectives funded through the Environmental Levy.
- Development of an electric vehicle charging infrastructure policy.
- An external review of Council waste services indicated Ku-ring-gai has one of the lowest annual waste charges.
- Additional waste recovery has resulted from changes made to domestic waste collection services under the new collection contract.
- Organised well received chemical and textile drop off events for the community.
- Approximately 500 tonnes of e-waste, metals and mattresses were recovered for recycling from the clean-up service in 2021/2022.

- 8,900 tonnes of general waste from July 21 and April 22 were sent for further processing to extract metals and organics. The low grade compost is used to rehabilitate the mine tailings dam onsite at Woodlawn.
- 390kg of unwearable school uniforms were collected from the 13 schools participating in the Worn Up Program in Term 1, 2022.
- 25 tonnes of clothing and linen was diverted from landfill.
- Trials of the compost cooperative program and textile recovery program commenced in a selection of unit blocks.

## Challenges

- Minimising significant disruption to waste services during the recent Sydney flood event which caused the closure of the Veolia waste transfer station.
- Adjustments to environmental programs and resources to meet COVID-19 restrictions.

## Performance indicators

Code	Description	Baseline	Yearly Target	Units	Achieved Amount	Change from 2020/21	Performance
N1.1.1.A	Number of residents involved in community environmental programs.	In 2016/17, 5,348 residents were involved in community environmental programs per year. (Source: Council)	5,348	Residents	5,842	Increased	
N1.1.2.A	Number of residents at a household or individual level who carried out actions to benefit the environment.	In 2016/17, 2,843 residents carried out actions to benefit the environment per year. (Source: Council)	2,843	Residents	2,593	Decreased	
<b>Comment:</b> The number of actions was impacted by COVID-19 restrictions resulting in a decrease in Greenstyle home visits and other programs.							
N2.1.1.A	Number of hectares of bushland/habitat regenerated.	In 2016/17, bush regeneration works were conducted on 60 hectares of bushland. (Source: Council)	60	Hectares	298	Increased	
<b>Comment:</b> Updates to mapping and measurement methodologies have resulted in improved reporting and a significant increase from previous reporting periods.							
N3.1.1.A	Percentage of creeks tested that maintain or improve their stream health score.	In 2016/17, 100% of creeks tested maintained or improved their health score. (Source: Council)	100	%	100	Stable	
N3.1.1.B	Tonnes of rubbish diverted from our waterways.	In 2016/17, 2,295 tonnes of rubbish was diverted from waterways. (Source: Council)	2,295	Tonnes	2,455	Decreased	
N3.1.2.A	Percentage of harvested/reused water of total irrigation demand utilised at harvested/reuse sites.	In 2016/17, 86% of harvested/reused water was utilised at harvested/ reuse sites. (Source: Council)	86	%	90	Decreased	
N4.1.1.A	Number of residents involved in climate change adaptation activities.	In 2016/17, there were 294 participants in climate change adaptation activities. (Source: Council)	294	Participants	401	Decreased	
N4.1.1.B	Kilograms of waste generated per resident.	In 2016/17, 208.19kg of waste was generated per resident. (Source: Council)	208.19	kg/capita	194.87	Increased	

Code	Description	Baseline	Yearly Target	Units	Achieved Amount	Change from 2020/21	Performance
N5.1.1.A	Percentage household waste diverted from landfill.	Council's target is 60% of total household waste diverted from landfill. (Source: Council)	60	%	61.13	Increased	
N5.1.2.A	Household potable water consumption per capita.	In 2016/17, there was 79.38 kL/capita water consumption. (Source: Sydney Water)	79.38	kL/capita	79.05	Increased	
<b>Comment:</b> Based on a population of 127,153.							
N5.1.2.B	Household electricity consumption per capita.	In 2016/17, there was 2,980kWh household energy consumption per capita. (Source: Ausgrid and RAPP2.0)	2,980	kWh/capita	2,814	Increased	
<b>Comment:</b> Based on Ausgrid household consumption data and a population of 127,153.							

Key:  Achieved  Not achieved

## Full progress report

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

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

### Term Achievement

Code	Description	Progress
N1.1.1	Increased community understanding of the value of the natural environment and local environmental issues and impacts.  <i>Signoff Authority: Director Strategy &amp; Environment</i>	
<b>Comments</b>		
<p>Completed for Delivery Program 2018 – 2022</p> <p>Council continued to engage the resident base through multiple channels including social media eNews, EnviroTube and Whats-on events. The Loving Living Ku-ring-gai Twitter, Envirotube and our sustainability webinar library and environment and sustainability pages on Council's website continued to have strong engagement numbers. We have also commenced a redevelopment of our website to improve user experience and promote higher engagement.</p>		

### Operational Plan Tasks

Code	Description	Progress	Comments
N1.1.1.1	Utilise a variety of communication mechanisms and channels for different target groups to deliver environmental information.  <i>Signoff Authority: Manager Environment &amp; Sustainability</i>	 100%	<p>Council's broad range of community programs and incentives continued to engage the Ku-ring-gai community on environmental and sustainability issues. This particularly occurred through our use of social media and electronic platforms. Council's Loving Living Ku-ring-gai Facebook page has now increased to 5,325 followers and in the last six months posts on this page had a reach (the number of people who saw any content from or about the page) of 83,471. The Loving Living Ku-ring-gai Twitter account has increased to 715 followers. The Envirotube channel on YouTube now has 3,730 subscribers and the videos on the channel have registered 784,250 views. Our newly created Sustainability webinar library on the KMC website has also attracted 952 views. Our Environment and Sustainability pages on Council's website saw a sizeable increase with 53,013 unique page views.</p> <p>We now have three targeted e-news' with all recording increases in subscribers over the last 6 months. The monthly sustainability e-news has 4,871 subscribers, quarterly Smart Schools e-news 171 subscribers and the new Net Zero Communities mailing list has welcomed 539 subscribers.</p>

### Term Achievement

Code	Description	Progress
N1.1.2	Increased community action that benefits the natural environment.  <i>Signoff Authority: Director Strategy &amp; Environment</i>	
<b>Comments</b>		
<p>Substantial completion for Delivery Program 2018 - 2022</p> <p>Council's extensive and successful programs continued to expand community actions to the benefit of the natural environment.</p>		

Highlights included a growing appetite for environment and sustainability themed programs, workshops and events; increased community engagement as part of Wildflower Garden events; active Better Business Partnership businesses; popular community rebate programs and volunteering programs.

### Key Achievements

The approval of the Cultural Education Environment Centre environmental assessment (REF) and progress on construction cost estimates and documentation.

### Operational Plan Tasks

Code	Description	Progress	Comments
N1.1.2.1	<p>Deliver environmental resources and programs for residents.</p> <p><b>Signoff Authority:</b> <i>Manager Environment &amp; Sustainability</i></p>	 100%	<p>Council's Loving Living Ku-ring-gai events program has continued to hold a combination of face-to-face and online zoom events. These included bushfire simulations, beehive building workshops, Net Zero Champions working groups and the very popular bird and bushwalks. A total of 501 residents attended or tuned in during the period.</p> <p>Community rebates continue to be well-received with a total of 125 claims, including 53 Energy Smart rebates.</p> <p>The Compost Revolution program generated the sale and delivery of 64 compost bins and 27 worm farms to residents reducing waste to landfill by 9,795 tonnes. Council's Bushcare, Streetcare and Parkcare programs have 800 active volunteers at the end of the reporting period.</p>
N1.1.2.2	<p>Deliver environmental resources and programs for businesses.</p> <p><b>Signoff Authority:</b> <i>Manager Environment &amp; Sustainability</i></p>	 100%	<p>During the period the Better Business Partnership (BBP) continued to accredit and re-accredit business across Ku-ring-gai.</p> <p>BBP Online educational webinars were delivered with the EPA, to support the roll out of the NSW Plastic Ban to small businesses on 6 April 22 and community groups on 8 June 22.</p> <p>An online customer portal was included with the BBP online assessment built into the Microsoft CRM.</p>
N1.1.2.3	<p>Deliver environmental education resources, programs and events through a lifelong learning pathway.</p> <p><b>Signoff Authority:</b> <i>Manager Visitor Experience &amp; Events</i></p>	 100%	<p>During the period Council's successful regular programs continued as well as special events, with 2240 attendees.</p> <p>New environmental initiatives were launched including Nature Art, Nature Journaling and a NSW Government Grant for a Seniors in Nature Seniors Week Program.</p>
N1.1.2.4	<p>Commence detailed design for tender documentation to construct a Cultural and Environmental Education Centre.</p> <p><b>Signoff Authority:</b> <i>Director Strategy &amp; Environment</i></p>	 91%	<p>The Cultural and Environmental Education Centre Review of Environmental Factors was approved.</p> <p>The design consultant team have completed schematic design work (to 75% design development). A cost estimate for construction of the project is in progress.</p>

**Issue:** N2: Natural areas

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

### Term Achievement

Code	Description	Progress
N2.1.1	<p>The condition of bushland and the conservation of native flora and fauna have improved.</p> <p><b>Signoff Authority:</b> <i>Director Strategy &amp; Environment</i></p>	
<b>Comments</b>		

Substantial completion for Delivery Program 2018 - 2022

Council continued to work to improve the condition of bushland and conservation of flora and fauna. This included collecting a second round of canopy monitoring and forming successful partnerships with state and other agencies to focus on conservation of specific species.

### Key Achievements

Council formed a successful partnership with the Department of Planning and Environment to focus on the ex-situ conservation of the critically endangered *Haloragodendron lucasii* and invested in improvements of the propagation shed located at the old nursery.

### Operational Plan Tasks

Code	Description	Progress	Comments
N2.1.1.1	<p>Implement priority actions in the Ku-ring-gai Natural Areas Plan of Management.</p> <p><b>Signoff Authority:</b> <i>Manager Environment &amp; Sustainability</i></p>	 80%	<p>A draft Natural Areas Plan of Management (PoM) is awaiting finalisation for public exhibition. Maps for the Plans of Management have been developed and final categorisations completed as part of the exhibition material.</p> <p>Management actions outlined in the PoM are generally aligned with the existing Bushland Plan of Management which continues to be implemented and guide management actions in bushland reserves.</p> <p><b>Reason</b></p> <p>Complex mapping requirements across numerous Plans of Management and limited availability of staff resources has delayed completion of the work.</p> <p><b>Remedial Action</b></p> <p>Mapping has been processed across all Plans of Management to ensure consistency.</p>
N2.1.1.2	<p>Review and update the Biodiversity Policy and implement priority actions including the biodiversity monitoring program.</p> <p><b>Signoff Authority:</b> <i>Manager Environment &amp; Sustainability</i></p>	 91%	<p>Council adopted the Biodiversity Policy in February 2022. Existing programs to implement priority actions are continuing including fauna monitoring programs, development of management strategies and continual improvement to Council data bases on threatened and other species. Council have also commenced a program to propagate the Critically Endangered <i>haloragodendron lucasii</i> at the propagation shed.</p>
N2.1.1.3	<p>Review and update the Fauna Management Policy and implement priority actions including the fauna monitoring program.</p> <p><b>Signoff Authority:</b> <i>Manager Environment &amp; Sustainability</i></p>	 100%	<p>The Fauna Management Policy was adopted in November 2021. Since then key actions continued to be implemented to manage native and invasive species within the LGA. This includes, but is not limited to, the enhancement of biodiversity corridors, participation in research partnerships, and the implementation of fauna monitoring programs.</p>
N2.1.1.4	<p>Review service level agreements for bushland maintenance activities and develop maintenance delivery schedules.</p> <p><b>Signoff Authority:</b> <i>Manager Infrastructure Services</i></p>	 100%	<p>Updates to Council's Customer Reporting Management system (CRM) are in progress by Council's Business Systems Analyst.</p>
N2.1.1.5	<p>Review site management plans for priority bushland reserves and report on monitoring program.</p> <p><b>Signoff Authority:</b> <i>Manager Infrastructure Services</i></p>	 100%	<p>Site management plans were completed in 2020/21 and are reviewed each year to ensure they remain relevant for operational delivery.</p>
<b>Key Achievements</b>			
Bushland site management plans have been created to provide guidance for bushland restoration activities.			

N2.1.1.6	<p>Implement the Ku-ring-gai Biodiversity Offsetting Code of Practice for Council owned or care, control and managed land.</p> <p><b>Signoff Authority:</b> <i>Manager Environment &amp; Sustainability</i></p>	 98%	<p>Council continues to implement offsetting for Council works. The Offset Code of Practice has now been integrated within Councils updated Environmental Impact Assessment (EIA) guidelines for Council activities, which will act as an internal Council policy. Further work will focus on:</p> <ul style="list-style-type: none"> <li>* Improving offset tracking and maintenance, including integration within the Ku-ring-gai Tree Inventory Database (to be created next financial year).</li> <li>* Integration with the Ku-ring-gai Local Environmental Plan and Development Control Plan, Biodiversity controls and mapping review due for next financial year.</li> </ul>
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### Key Achievements

The Offset Code of Practice has now been integrated within Councils updated Environmental Impact Assessment (EIA) guidelines for Council activities, which will act as an internal Council policy.

### Term Achievement

Code	Description	Progress
N2.1.2	<p>Ecological protection and understanding is integrated into land use planning.</p> <p><b>Signoff Authority:</b> <i>Director Strategy &amp; Environment</i></p>	

### Comments

Substantial completion for Delivery Program 2018 – 2022.

Assessment of development proposals continued to be undertaken by Council's Landscape team and Council's Ecological Assessment Officer. Council continued to adapt to policy changes from state and federal government, particularly around relevant SEPPs and updates to threatened species considerations. A comprehensive review of Council's environmental assessment processes for Part 5 assessments was completed during the term and included updates to procedural guidelines and environmental assessment templates.

### Operational Plan Tasks

Code	Description	Progress	Comments
N2.1.2.1	<p>Continually review and implement guidelines, processes and templates for environmental assessments.</p> <p><b>Signoff Authority:</b> <i>Manager Environment &amp; Sustainability</i></p>	 98%	<p>A comprehensive review of Council's environmental assessment processes, including its procedural guidelines and environmental assessment templates, is in the final stage. This review has included an assessment of all current documentation and a series of staff and executive workshop sessions to identify areas for improvement, inform the development of updated (i) procedural guidelines; and (ii) environmental assessment templates and ensure cross organisational consistency.</p>
<h3>Key Achievements</h3>			
<p>Creation of an updated Environmental Assessment Procedure and associated templates to align with new legislative planning requirements, improve assessment content and cross departmental workflows.</p>			
N2.1.2.2	<p>Apply development assessment controls and conditions to ensure new development reflects government legislation and Council's adopted Local Environment Plans and Development Control Plans with regards to riparian and biodiversity provisions.</p> <p><b>Signoff Authority:</b> <i>Manager Development Assessment Services</i></p>	 100%	<p>Planning legislation and associated requirements and Ku-ring-gai's LEP and DCP controls continued to be applied in regard to riparian and biodiversity controls for development proposals. Specific conditions are provided as needed to ensure consistency with the objectives of these provisions.</p>

**Issue:** N3: Natural waterways

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

### Term Achievement

Code	Description	Progress
N3.1.1	The condition of natural waterways and riparian areas have improved.  <i>Signoff Authority: Director Strategy &amp; Environment</i>	
<b>Comments</b>		
Substantial completion for Delivery Program 2018 – 2022. Council continues to participate in the Greater Sydney Harbour and Hawkesbury-Nepean Catchment Management Program projects. Specific projects Ku-ring-gai is involved with include the Draft Hawkesbury-Nepean Physical and Ecological Processes Abridgement Report and the Draft Greater Sydney Harbour Stage 2 Investigation into Stormwater Management. Council also adopted and published its Water Sensitive Cities Strategy for Ku-ring-gai during the period.		
<b>Key Achievements</b>		
The Water Sensitive Cities Strategy was adopted and published on Council's website.		

### Operational Plan Tasks

Code	Description	Progress	Comments
N3.1.1.1	Participate in research programs and partnerships to advance water management.  <i>Signoff Authority: Manager Environment &amp; Sustainability</i>	 100%	Ku-ring-gai continued to participate in research activities undertaken through the Hawkesbury-Nepean Coastal Management Program and Greater Sydney Harbour Coastal Management Program projects.  Specific projects Ku-ring-gai included the Draft Hawkesbury-Nepean Physical and Ecological Processes Abridgement Report and the Draft Greater Sydney Harbour Stage 2 Investigation into Stormwater Management.
N3.1.1.2	Implement priority actions in the Water Sensitive City Policy and develop and implement a Water Sensitive City Strategy.  <i>Signoff Authority: Manager Environment &amp; Sustainability</i>	 100%	The Water Sensitive City Strategy was adopted by Council and published on Council's website by 30 June 2022.
N3.1.1.3	Maintain water sensitive urban design (WSUD) devices in accordance with asset management plan service levels.  <i>Signoff Authority: Manager Waste &amp; Cleaning Services</i>	 90%	Extended wet weather during the period resulted in additional debris in the WSUD's and limited access for machinery to clean them. This delayed the maintenance program.  <b>Reason</b>  Significant wet weather periods made grounds inaccessible for machinery.  <b>Remedial Action</b>  Maintenance work has re-commenced for affected devices.
<b>Challenges</b>			
Wet weather caused additional debris in WUSD's and made access to cleaning them very difficult.			

### Term Achievement

Code	Description	Progress
N3.1.2	Utilisation of water harvesting and reuse has increased at Council owned facilities.	

	<b>Signoff Authority:</b> Director Operations	
<b>Comments</b>		
Completed for Delivery Program 2018 – 2022. All facilities that have water harvesting are used to help the maintenance of sporting fields. As a result of the extended rainfall periods all sites are at capacity. Stored water will be utilised at the start of the growing season for renovation works.		

### Operational Plan Tasks

Code	Description	Progress	Comments
N3.1.2.1	Manage water harvesting and reuse sites according to Water Reuse Management Plans, maintenance programs and the Asset Management Strategy.  <b>Signoff Authority:</b> Manager Infrastructure Services	 100%	All facilities that have water harvesting are used to help the maintenance of sporting fields. Due to the extensive rainfall periods water storage is at capacity.

**Issue:** N4: Climate change

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

### Term Achievement

Code	Description	Progress
N4.1.1	The community is effectively informed and engaged on climate change impacts and responses.  <b>Signoff Authority:</b> Director Strategy & Environment	
<b>Comments</b>		
Substantial completion for Delivery Program 2018 - 2022 Council continued to collate relevant data around emissions to inform and guide the operational and community objectives to progress towards net zero. Council's Net Zero Communities program continued to build momentum and the development of a five year Net Zero Strategy will guide actions and investment in the short term.		
<b>Key Achievements</b>		
Development of the five year Net Zero Communities Strategy with actions and objectives funded through the Environmental Levy.		

### Operational Plan Tasks

Code	Description	Progress	Comments
N4.1.1.1	Deliver the Climate Wise Communities program to build community resilience to the impacts of climate change and extreme weather events.  <b>Signoff Authority:</b> Manager Environment & Sustainability	 95%	Online workshops averaged 30 attendees per workshop indicating a continued high level of demand and interest in this topic for many residents. Since changing to the promotion strategy for the bushfire rebates program, applications have increased by 200%. The Disaster Resilience Recovery Strategy has been refined to focus primarily on resilience as the recovery is governed by Resilience NSW via the state's emergency management plan. This requires Council and the LEMC to develop and control the recovery process. Council's LEMO and Council's Risk Managers are responsible for developing this process at the local level.

N4.1.1.2	Collate relevant data on CO2e emissions and sustainability and use this to inform Council's ongoing net zero program.  <b>Signoff Authority:</b> <i>Manager Environment &amp; Sustainability</i>	 100%	Community emissions data from the Resilient Sydney platform and the 100% Renewables inventory continue to be used to inform the development of the Net Zero Communities resource strategy and the design and implementation of the Net Zero Communities programs, the Better Business Partnerships program, and the Energy Smart for Business initiatives.
N4.1.1.3	Develop and deliver a program to support the community in reaching net zero emissions by 2040 or earlier.  <b>Signoff Authority:</b> <i>Manager Environment &amp; Sustainability</i>	 100%	During the reporting period, Net Zero Champions were recruited with participants identifying ways that Council can support community Net Zero actions driven by a Net Zero Champions network, including options for a capacity building program.  An extensive review of the Environment & Sustainability webpages was also undertaken in consultation with a design consultant. The review identified opportunities to structure the web content more effectively as an engagement and communication tool between Council and community members.  The Better Business Partnership (BBP) program initiated work to integrate Net Zero appraisal and action opportunities into the BBP assessment framework.  Recruitment and engagement of large energy users was also initiated with a telephone interview designed to collect input on ways that Council can support local businesses to benefit from the Net Zero transition.

### Term Achievement

Code	Description	Progress
N4.1.2	Council's vulnerability to climate change is reduced.  <b>Signoff Authority:</b> <i>Director Strategy &amp; Environment</i>	
<b>Comments</b>		
Completed for Delivery Program 2018 – 2022. A number of actions were completed, progressed or commenced to reduce Council's vulnerability to climate change. In particular a scope for a Council Resilience plan was developed to operate in conjunction with the LEMO role at Council and the business continuity plan for Council operations. Council also developed an electric vehicle charging infrastructure policy which is presently on public exhibition.		
<b>Key Achievements</b>		
Development of an electric vehicle charging infrastructure policy.		

### Operational Plan Tasks

Code	Description	Progress	Comments
N4.1.2.1	Implement priority actions in the Climate Change Adaptation Strategy.  <b>Signoff Authority:</b> <i>Manager Environment &amp; Sustainability</i>	 100%	Due to COVID restrictions workshops were required to be redesigned to ensure effective online delivery. Council's Climate Wise Communities (CWC) program and the Simtable have been adopted by a number of other Councils. There are at least four more Simtables purchased to share around NSW Councils. Council officers are also talking with East Gippsland Council in Victoria and Noosa Council in Queensland about adopting the combination of CWC and Simtable.  The Rural Fire Service invited Council to attend their annual conference to demonstrate the Simtable and talk about how Council works with the RFS, SES and

			other agencies in the delivery of the community workshops.
N4.1.2.2	Review the Climate Change Policy and implement priority actions.  <b>Signoff Authority:</b> <i>Manager Environment &amp; Sustainability</i>	<input checked="" type="checkbox"/> 100%	During the reporting period work continued to progress Council's rollout of rooftop solar, the pilot of EV trucks within Council's fleet, and integration of building management systems (BMS) controls with Council HVAC systems.
N4.1.2.3	Identify opportunities to support the uptake of low and zero emission vehicles within the community.  <b>Signoff Authority:</b> <i>Manager Environment &amp; Sustainability</i>	<input checked="" type="checkbox"/> 100%	Achievements during the reporting periods included: *Council introduced a Smart Units rebate to support the uptake of electric vehicle (EV) chargers in apartment buildings. * Installation of destination chargers at 4 Council sites were approved, with two sites to include solar shades. * An electric vehicle drive day has been organised for July in collaboration with NRMA and neighbouring councils. The EV drive day has been fully subscribed. *Recommended changes to the Ku-ring-gai DCP review include controls that ensure minimum levels of EV readiness for future developments in Ku-ring-gai.
<b>Key Achievements</b>			
An electric vehicle drive day has been organised in collaboration with NRMA and neighbouring councils. The EV drive day will be held in July and has been fully subscribed.			

**Issue:** N5: Sustainable resource management

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

### Term Achievement

Code	Description	Progress
N5.1.1	The community is effectively engaged in improved waste reduction, reuse and recycling.  <b>Signoff Authority:</b> <i>Director Operations</i>	<input checked="" type="checkbox"/>
<b>Comments</b>		
Completed for Delivery Program 2018 – 2022. Implementation of Council's new waste collection contract in late 2021, including additional recovery services, has resulted in increased waste recovery. A chemical drop off and textiles collection days were well received with positive feedback from the community. Regional projects including a food waste collection trial and compost projects continued. A new Recycling Processing Contract commenced in February for Councils paper and mixed recyclables at very favourable rates. Road gutters and GPT trap cleaning continued but were impacted by rain events. Council made a submission to the IPART review on Domestic Waste Management Charges along with the NSROC submission to support local government's position that IPART's proposed changes are not required.		
<b>Key Achievements and challenges</b>		
*Secured a very favourable rate for paper and mixed recycling products. *Minimised significant disruption to waste services during the flood event which caused the closure of the Veolia waste transfer station. *Organised well received chemical and textile drop off events for the community. *Additional waste recovery has resulted from the changes made to the domestic waste collection services under the new collection contract. *An external review of Council waste services indicates Ku-ring-gai has one of the lowest annual waste charges.		

## Operational Plan Tasks

Code	Description	Progress	Comments
N5.1.1.1	<p>Deliver effective and efficient waste management services.</p> <p><b>Signoff Authority:</b> <i>Manager Waste &amp; Cleaning Services</i></p>	<p> 100%</p>	<p>The waste and recycling service has been operating effectively and efficiently throughout the 2021/2022 financial year except for one week in mid-March 2022. Operations were impacted in March due to the major rain event causing the closure of the Veolia Clyde Transfer Station. Council responded by redirecting waste loads to the Central coast. Services associated with recycling clean-up and green waste were not affected.</p> <p>Councils weekly green waste collection service has been well received by the community and the separate collection of e-waste, metals and mattresses in the clean-up service has resulted in decreased landfill and increased recovery of recyclable products.</p>
<b>Key Achievements</b>			
Councils increased green waste collection service has resulted in a 15% increase in recyclable green waste material over the 2020/2021 financial year. Approximately 500 tonnes of e-waste, metals and mattresses have been recovered for recycling from the clean-up service in 2021/2022.			
N5.1.1.2	<p>Implement new Waste Collection contract.</p> <p><b>Signoff Authority:</b> <i>Director Operations</i></p>	<p> 100%</p>	Completed previous reporting period.
N5.1.1.3	<p>Deliver community waste education programs.</p> <p><b>Signoff Authority:</b> <i>Manager Waste &amp; Cleaning Services</i></p>	<p> 100%</p>	<p>A very successful chemical collection event took place on 28 &amp; 29 May with 76.32 tonnes of material delivered and diverted from waterways and landfill. A total of 2,240 carloads attended this event. Other achievements included:</p> <ul style="list-style-type: none"> <li>*An online workshop on worm farming held in May with over 20 people registered to attend.</li> <li>* Promotion of the recycling quiz on bus shelters to increase awareness of what can and can't be recycled.</li> <li>*New education web pages/content created under the topics of where does your waste go - waste processing, soft plastics recycling, plastic free July, Plastics Ban, and Schools Waste Activities.</li> </ul>
<b>Key Achievements</b>			
8,900 tonnes of general waste from July 21 and April 22 were sent for further processing to extract metals and organics. The low grade compost is used to rehabilitate the mine tailings dam onsite at Woodlawn.			
N5.1.1.4	<p>Deliver grant funded Waste Less Recycle More projects.</p> <p><b>Signoff Authority:</b> <i>Manager Waste &amp; Cleaning Services</i></p>	<p> 100%</p>	<p>The Compost Cooperative Program was trialed in 4 unit blocks with onsite workshops held to set up the compost bins. The program will be monitored closely over the 3 month trial with Council providing ongoing support.</p> <p>14 unit blocks are participating in a MUDs textile recovery program, with two 240 litre bins placed in bin rooms to collect clean Linen and clothing from 1165 households. The bins will be serviced fortnightly by Southern Cross Recycling Group.</p> <p>The Worn Up Project for diverting unusable school uniforms continued with 390 kg of uniforms collected at the end of term 1, 2022. A total of 13 schools are participating in the program.</p> <p>The Public Place Litter Bin Audit was conducted at a range of parks and centres with 154 bins audited and an average 7kg of waste in each bin.</p>
<b>Key Achievements</b>			

Trials of the compost cooperative program and textile recovery program commenced in a selection of unit blocks. 390kg of unwearable school uniforms were collected from the 13 schools participating in the Worn Up Program in term 1.			
N5.1.1.5	Participate in the Northern Sydney Regional Organisation of Councils (NSROC) Regional Waste Disposal Contract.  <b>Signoff Authority:</b> <i>Manager Waste &amp; Cleaning Services</i>	 100%	Completed previous reporting period.
N5.1.1.6	Implement Regional Waste Plan Actions.  <b>Signoff Authority:</b> <i>Manager Waste &amp; Cleaning Services</i>	 100%	The NSROC Food Diversion Research Project commenced in partnership with Willoughby, Lane Cove, City of Ryde and Hunters Hill councils. Ku-ring-gai managed the auditing process on behalf of the three Councils.  Council partnered with NSROC, St Vincent's De Paul Society and Blocktexx to trial a clothing and linen drop off event at St Ives Showground in May. The event was very successful with over 750 cars, 10 tonne of Linen collected and 15 tonnes of wearable and unwearable clothes collected.  A final report on the Textile Stakeholder Program was completed with 10 representatives from SSROC, WSROC and NSROC participating in the program.
<b>Key Achievements</b>			
<ul style="list-style-type: none"> <li>* 25 Tonnes of clothing and linen was diverted from landfill.</li> <li>* Research on food diversion from a range of households was collected for planning future services across the NSROC region.</li> <li>* The Textile Stakeholder project has provided valuable information into opportunities and challenges associated with textile recovery.</li> </ul>			

### Term Achievement

Code	Description	Progress
N5.1.2	The community is effectively engaged in energy and water conservation and efficiency programs.  <b>Signoff Authority:</b> <i>Director Strategy &amp; Environment</i>	
<b>Comments</b>		
<p>Completed for Delivery Program 2018 – 2022.</p> <p>Council continued a number of successful rebate programs to positively influence the community to reduce their energy and water consumption. These rebates have been extended to local businesses through the Better Business Partnerships service. Additional talks and workshops around electric cars and other measures of efficiency, continue to engage large numbers of residents. The net zero communities program expanded and engaged with highly active residents within the community.</p>		

### Operational Plan Tasks

Code	Description	Progress	Comments
N5.1.2.1	Implement programs to assist the community to reduce energy and water use.  <b>Signoff Authority:</b> <i>Manager Environment &amp; Sustainability</i>	 100%	<p>In the Jan to July 2022 period, Council's Energy Smart program awarded 74 rebates, totalling \$40,250, for the installation of 7 energy efficient pool pumps, 2 window efficiency retrofits, 3 heat pump and solar hot water systems, 13 home insulation and 57 solar PV and 8 battery storage systems. Matched community investment for this period was \$542,272.</p> <p>The Greenstyle advisory service visited 14 homeowners and provided information on how to lower their energy bills, draught-proof their homes, prevent damp, and mould.</p> <p>As part of council's Water Smart program, rebates were awarded, totalling \$1,250 for the installation of 2 rainwater tanks (with a total capacity of 6,500L). Matched community investment was \$5,728 for the</p>

			period. Two workshops were attended by 60 residents with the workshops delivered in a hybrid format. This enabled attendees to participate virtually as well as in person.
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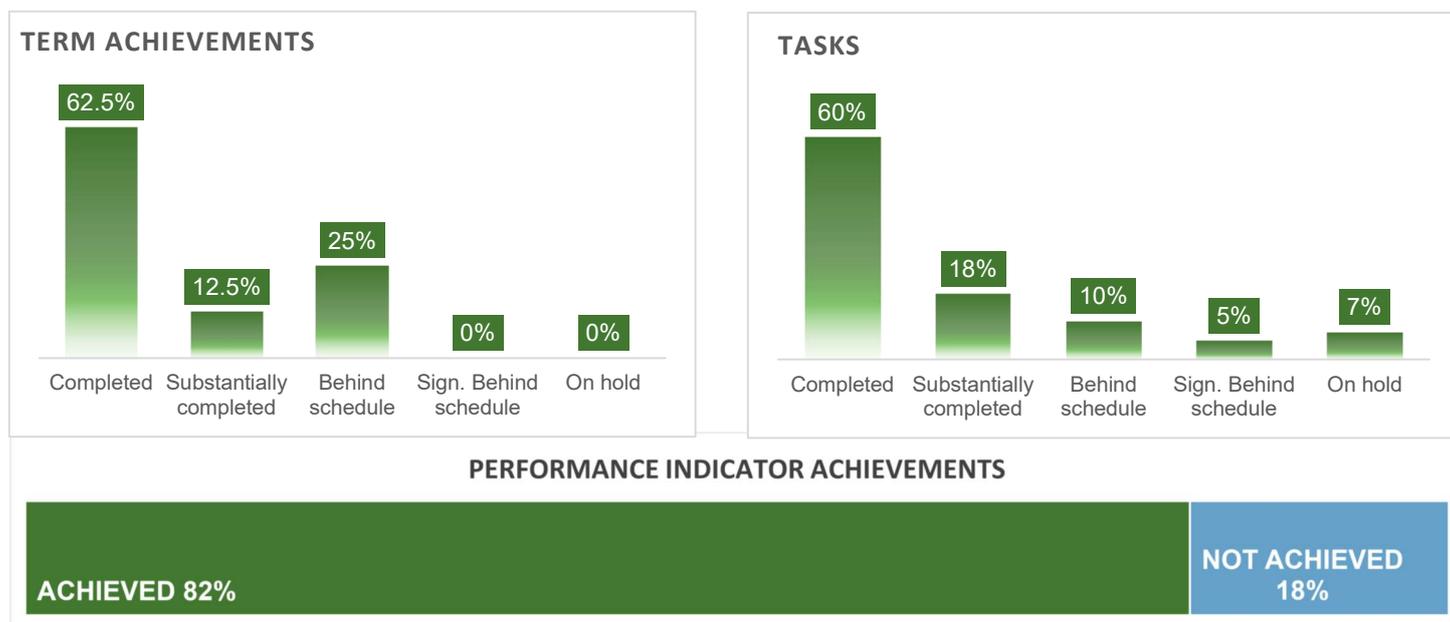


## THEME 3

### PLACES, SPACES AND INFRASTRUCTURE

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

#### Performance summary



#### Key achievements

- Construction of the Lindfield Village Green is complete. The carpark, park and cafe are now open to the community.
- Capture of urban forest canopy and tree data informing both strategic assessment as well as practical on ground information.
- Council has engaged a contractor to undertake the upgrade of the Fox Valley Road neighbourhood centre.
- Adoption of a Public Domain Technical Manual which will assist all designers within Council as well as the Assessment team when specifying materials for use in the public domain areas of Ku-ring-gai. It will maintain a consistent standard and continuity of materials.
- St Johns Avenue streetscape upgrades commenced construction.
- Tenders awarded for a number of Everyone Can Play Grant Recipient playspaces throughout the LGA.
- Upgrade of Sandakan War Memorial at North Turramurra, including a new interpretive sign to provide a detailed explanation of this specific part of WW11.
- Over 60 people attended the annual sports forum representing a large number of sporting groups.
- Installation of a new remote access control system integrated with Council's venue hire booking system initially at community buildings at East Lindfield, West Pymble, Turramurra and St Ives Showground.
- Upgrade of lighting at Warrimoo Tennis Courts to efficient LED floodlights and new amenities block and change rooms at Comenarra Playing field and The Glade Oval.
- A weekly Organic Market commenced with great feedback and attendance from local residents.

#### Challenges

- Issues highlighted by the traffic study for the Turramurra local centre that need to be addressed before the implementation of streetscape works.
- Managing the challenges of COVID-19 and wet weather related impacts on planning and projects.

## Performance indicators

Code	Description	Baseline	Yearly Target	Units	Achieved Amount	Change from 2020/21	Performance
P1.1.1.A	Percentage of tree management requests actioned within agreed service delivery standards.	In 2016/17, 70% of the 5,000 tree management requests received were actioned within agreed service delivery standards. (Source: Council)	70	%	90	Decreased	
P1.1.1.B	Number of trees planted across Ku-ring-gai to support the establishment of green corridors.	In 2018/19, 373 trees were planted across Ku-ring-gai. (Source: Council)	373	Trees	140	Decreased	
<b>Comment:</b> The price per tree has increased resulting in a reduced number of trees available for planting. However, this has led to an improved size and survival rate for each tree.							
P3.1.1.A	Percentage of Land and Environment Court matters that result in improved environmental outcomes.	In 2016/17, 95% of matters resulted in improved environmental outcomes. (Source: Council, Land & Environment Court)	95	%	100	Increased	
P3.1.1.B	Median processing time for development application determination times.	Annual target for net median processing times for all applications is less than 90 days. (Source: Council)	90	days	81	Decreased	
P6.1.2.A	Percentage of completed playground safety audit programs.	In 2016/17, 100% of the playground safety audit program was completed within set timeframes. (Source: Council)	100	%	100	Stable	
P7.1.1.A	Potable water consumption (kL) from Council operations.	In 2016/17, potable water consumption from Council operations was 183,573kL. (Source: Council)	183,573	kL	82,643	Increased	
<b>Comment:</b> This is a significant reduction from the baseline contributed to by public health restrictions.							
P7.1.1.B	Water reuse/recycling (kL) used by Council operations.	In 2016/17, Council reused/recycled 134,562kL of water from Council operations (leachate re-use, sewer mining and stormwater harvesting systems). (Source: Water Conservation Group)	134,562	kL	70,102	Decreased	
<b>Comment:</b> Less water was used overall due to the onset of La Nina resulting in a wet summer and autumn period.							
P7.1.1.C	Electricity consumption (MWh) of Council's fixed assets.	In 2016/17, there was 5,124 MWh electricity consumption of Council's fixed assets. (Source: Council)	5,124	MWh	4,092	Increased	
<b>Comment:</b> This is a significant reduction from the baseline contributed to by public health restrictions.							

Code	Description	Baseline	Yearly Target	Units	Achieved Amount	Change from 2020/21	Performance
P7.1.1.D	Greenhouse gas emissions (tonnes CO2-e) from Council operations.	In 2016/17, there was 10,589 tonnes CO2-e greenhouse gas emissions from Council operations (electricity, gas, fleet, street lighting). (Source: Council)	10,589	Tonnes	5,298	Decreased	
P7.1.2.A	Utilisation percentage of community halls and meeting rooms.	In 2016/17, there was 81% utilisation of community halls and meeting rooms. (Source: Council)	81	%	49.94	Increased	
<p><b>Comment:</b> Halls and meeting rooms were closed as a result of the COVID-19 public health restrictions from July to December 2021. Additionally, St Ives Community Centre was closed for renovation during 2021. Bookings were slow at the beginning of 2022 due to large numbers of COVID-19 cases with bookings gradually increasing as community groups recommenced operations.</p>							
P8.1.2.A	Percentage completion of capital works programs for roads, footpaths and drains.	In 2016/17, 95% of capital works programs for roads, footpaths and drains were completed within timeframes and budgets. (Source: Council)	95	%	95	Decreased	

Key:  Achieved  Not achieved

## Full progress report

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

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

### Term Achievement

Code	Description	Progress
P1.1.1	Strategies, plans and processes are in place to protect and enhance Ku-ring-gai's unique visual and landscape character.  <b>Signoff Authority:</b> Director Strategy & Environment	
<b>Comments</b>		
Substantial completion for Delivery Program 2018 – 2022. Over the term a series of strategies, policies and programs have been prepared and delivered to protect and enhance Ku-ring-gai's unique visual and landscape character under the implementation of Council's Local Strategic Planning Statement. Combined with on-ground programs such as tree plantings and litter control these initiatives have significantly contributed to the protection and enhancement of Ku-ring-gai's unique visual and landscape character.		

### Operational Plan Tasks

Code	Description	Progress	Comments
P1.1.1.1	Continue to review the effectiveness of existing strategies, plans and processes across all programs.  <b>Signoff Authority:</b> Manager Urban Planning	 100%	The effectiveness of existing strategies, plans and processes continued to be reviewed with ongoing consultation with relevant sections of Council including Environment and Sustainability, Development and Regulation and Operations. A review of the Ku-ring-gai DCP has commenced which will consider the current effectiveness of the planning controls related to visual and landscape character and recommend any necessary amendments. The draft Urban Forest Strategy also includes actions to undertake a holistic review of Council LEP and DCP controls to improve the protection of trees and provision of new trees.
P1.1.1.2	Finalise preparation of a Local Character Strategy for Ku-ring-gai consistent with the Local Strategic Planning Statement (LSPS), Local Character Guidelines and the North District Plan.  <b>Signoff Authority:</b> Manager Urban Planning	 0%	Preparation and implementation of a local Character Strategy is linked to the preparation of revised planning provisions as part of the Housing strategy implementation.  A report was presented to Council in February 2022 to advise Council of the recently made Environmental Planning and Assessment (Statement of Expectations) Order 2021. Letters were sent to local State in March 2022 discussing key concerns regarding development assessment and Council's adopted position in relation to key strategic planning obligations.  <b>Reason</b>  Following Council's resolution of the 16 November 2021 to reject the conditions in the Department of Planning, Industry and Environment's Letter of Approval (1-12) dated 16 July 2021 this task was placed on hold.  <b>Remedial Action</b>  Council staff are awaiting a further resolution from Council to progress this task.
P1.1.1.3	Development is assessed against local government and state planning objectives and controls to protect and enhance the	 100%	Development applications continued to be assessed against all relevant considerations under the Environmental Planning and Assessment Act 1979, including state and local planning controls to protect

	unique visual and landscape character of Ku-ring-gai.  <b>Signoff Authority:</b> <i>Manager Development Assessment Services</i>		and enhance the unique visual and landscape character of the Ku-ring-gai Council area.
P1.1.1.4	Administer and implement Council's tree preservation policies and procedures.  <b>Signoff Authority:</b> <i>Manager Technical Services</i>	 100%	460 private tree applications were processed during the period with 132 in progress. A total of \$149,417 was collected in penalty infringement notices to date. Applications continue to be processed within agreed response times.
P1.1.1.5	Implement the urban forest replenishment program for Ku-ring-gai including identification of funding opportunities.  <b>Signoff Authority:</b> <i>Manager Technical Services</i>	 100%	The planting program was completed for 2021-22.
P1.1.1.6	Deliver programs to reduce litter and graffiti and provide street cleaning operations to improve drainage and the appearance of Ku-ring-gai.  <b>Signoff Authority:</b> <i>Manager Waste &amp; Cleaning Services</i>	 91%	There were some delays to the program due to weather and the Christmas/New Year break. The program is planned to be on schedule by the end of the financial year.
P1.1.1.7	Implement priority monitoring from the Urban Forest Strategy.  <b>Signoff Authority:</b> <i>Manager Environment &amp; Sustainability</i>	 95%	Consultancy Arbor Carbon were engaged to capture 2022 Ku-ring-gai urban forest monitoring data, building on the urban forest monitoring data set in 2021. Delays in data capture (due to weather), have meant that analysis and promotion of this information will be completed early next financial year.
<b>Key Achievements</b>			
Capture of urban forest canopy and tree data informing both strategic assessment as well as practical on ground information. The data will be included in the proposed Ku-ring-gai Tree Inventory database (a key task of the Draft Urban Forest Strategy for the next two years).			

### Term Achievement

Code	Description	Progress
P1.1.2	Place making programs are being implemented for selected neighbourhood centres.  <b>Signoff Authority:</b> <i>Director Operations</i>	
<b>Comments</b>		
Completed for Delivery Program 2018 – 2022. The Fox Valley Road neighbourhood centre upgrade works have been awarded to a contractor with work expected to commence in early July 2022.		
<b>Key Achievements</b>		
Council has engaged a contractor to undertake the upgrade of the Fox Valley Road neighbourhood centre.		

### Operational Plan Tasks

Code	Description	Progress	Comments
P1.1.2.1	Develop concept plans for neighbourhood centres to achieve place-making objectives informed by community engagement.	 100%	Site analysis and concept development work progressed, following the successful tender for the Fox Valley Road Neighbourhood centre which will begin construction in July 2022. Council's next

	<b>Signoff Authority:</b> <i>Manager Technical Services</i>		proposed neighbourhood centre upgrade will be the Eastern Road neighbourhood shops, Turramurra.
P1.1.2.2	Undertake a coordinated program of neighbourhood centres revitalisation.  <b>Signoff Authority:</b> <i>Manager Technical Services</i>	<input checked="" type="checkbox"/> 100%	A tender was awarded for the Fox Valley Road neighbourhood shops with construction to commence in July.
<b>Key Achievements</b>			
Detail design, documentation and tendering of the Fox Valley Road neighbourhood centre construction works.			

**Issue:** P2: Managing urban change

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

### Term Achievement

Code	Description	Progress
P2.1.1	Land use strategies, plans and processes are in place to effectively manage the impact of new development.  <b>Signoff Authority:</b> <i>Director Strategy &amp; Environment</i>	<input checked="" type="checkbox"/>
<b>Comments</b>		
Completed for Delivery Program 2018 – 2022. The implementation of Council's Local Strategic Planning Statement continued with the ongoing refinement of existing strategies and plans underway. The potential impacts of state government planning reforms on Ku-ring-gai's planning strategies and policies are monitored and submissions made when required.		

### Operational Plan Tasks

Code	Description	Progress	Comments
P2.1.1.1	Prepare plans and strategies as required by the Local Strategic Planning Statement (LSPS).  <b>Signoff Authority:</b> <i>Manager Urban Planning</i>	<input checked="" type="checkbox"/> 100%	Work progressed on a range of plans and strategies required by the Local Strategic Planning Statement (LSPS). This included the draft Urban Forest Strategy which was placed on public exhibition in June 2022. Work has also commenced on the Green Grid Strategy with internal workshops being held and a draft background paper prepared.
P2.1.1.2	Continue to review the effectiveness of existing strategies, local environmental plans, development control plans and processes across all programs.  <b>Signoff Authority:</b> <i>Manager Urban Planning</i>	<input checked="" type="checkbox"/> 100%	The effectiveness of existing strategies, Local Environmental Plans (LEP), Development Control Plans (DCP) and processes continued to be reviewed with ongoing consultation with relevant sections of Council including Environment and Sustainability, Development and Regulation and Operations. A review of the Ku-ring-gai DCP has commenced which will consider the current effectiveness of the planning controls.  The potential impacts of the state government planning reforms on Ku-ring-gai's planning strategies and policies were monitored and submissions made when required. This includes a review of the Employment zones which is currently on public exhibition for comment.

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

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

### Term Achievement

Code	Description	Progress
P3.1.1	A high standard of design quality and building environmental performance is achieved in new and existing development.  <i>Signoff Authority: Director Strategy &amp; Environment</i>	<input checked="" type="checkbox"/>
<b>Comments</b>		
<p>Completed for Delivery Program 2018 – 2022.</p> <p>Council's policies and programs are leading by example in design quality and building sustainability for new developments. Council's Development Control Plan and urban design review updates, along with green star building requirements, are being refined and implemented to support a high standard of design quality and building environmental performance.</p>		

### Operational Plan Tasks

Code	Description	Progress	Comments
P3.1.1.1	Promote Council's design quality and building sustainability standards to industry and community stakeholders.  <i>Signoff Authority: Manager Urban Planning</i>	<input checked="" type="checkbox"/> 100%	The promotion of Councils design quality and building sustainability has been ongoing through the pre-planning proposal process, Development Control Plan reviews, and key Council submissions on state government reforms including the NSW Department of Planning Reform Design and Place SEPP and liaising with other sections of Council.

### Term Achievement

Code	Description	Progress
P3.1.2	Community confidence has continued in our assessment, regulatory and environmental processes.  <i>Signoff Authority: Director Development &amp; Regulation</i>	<input checked="" type="checkbox"/>
<b>Comments</b>		
<p>Completed for Delivery Program 2018 – 2022.</p> <p>Staff continued to undertake the assessment of development and related applications in accordance with all state, regional and local planning provisions to achieve an attractive and sustainable living and working environment.</p>		

### Operational Plan Tasks

Code	Description	Progress	Comments
P3.1.2.1	Development is assessed against all relevant state and local planning controls and their objectives to ensure consistent quality urban design outcomes for the natural and built environment.  <i>Signoff Authority: Manager Development Assessment Services</i>	<input checked="" type="checkbox"/> 100%	Development applications continued to be assessed against the relevant state and local planning controls throughout the year. The assessment framework seeks to achieve high quality, built outcomes which enhance the liveability of Ku-ring-gai, whilst protecting its character and natural environment.
P3.1.2.2	Facilitate community participation through Council's Community Participation Plan and the Ku-ring-gai Local Planning Panel (KLPP) consistent with the Code of Meeting Practice.  <i>Signoff Authority:</i>	<input checked="" type="checkbox"/> 100%	The Development Assessment Team continued to facilitate community participation by applying the requirements of the Community Participation Plan and facilitating community involvement in the KLPP.

	<i>Manager Development Assessment Services</i>		
P3.1.2.3	<p>Provide regulatory compliance services consistent with state and local controls which include education of the community and their involvement in local policy reviews.</p> <p><b>Signoff Authority:</b> <i>Manager Compliance &amp; Regulation</i></p>	 100%	<p>Council's regulatory team continued to provide regulatory compliance services consistent with state and local controls during the reporting period. This included community education programs and engagement in local policy reviews.</p> <p>During the reporting period the following notices were issued:</p> <ul style="list-style-type: none"> <li>*4654 parking penalty notices for both on-street and off-street parking offences. This equates to \$831,943</li> <li>Council received 439 parking complaints during the same period.</li> <li>*Monitoring of Council weight restricted roads generated 20 penalty notices equating to \$21,982.</li> <li>*Breach of building approval conditions remained steady with fines totalling \$124,500 issued for varying offences for breach of consent.</li> <li>*11 penalty notices issued for polluting waters offences totalling \$88,000.</li> </ul>

**Issue:** P4: Revitalisation of our centres

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

### Term Achievement

Code	Description	Progress
P4.1.1	<p>Plans to revitalise local centres are being progressively implemented and achieve quality design and sustainability outcomes in collaboration with key agencies, landholders and the community.</p> <p><b>Signoff Authority:</b> <i>Director Strategy &amp; Environment</i></p>	
<b>Comments</b>		
<p>This Term Achievement was behind schedule for Delivery Program 2018 – 2022.</p> <p>Council's Public Domain Planning and associated works are being implemented, however the wider strategies and plans for the key local centres have been delayed.</p> <p><b>Reason</b></p> <p>The preparation of structure plans and master plans for the key local centres could not be progressed following Council's resolution of the 16 November 2021 in relation to the Ku-ring-gai Housing Strategy.</p> <p><b>Remedial Action</b></p> <p>Where possible the studies and plans for the general planning of the centres, consistent with the adopted LSPS, has continued. This included traffic and transport planning, streetscape and public domain planning and open space planning, along with early engagement with relevant state agencies.</p>		

### Operational Plan Tasks

Code	Description	Progress	Comments
P4.1.1.1	<p>Implement the Ku-ring-gai Public Domain Plan and Technical Manual and review and update as required.</p> <p><b>Signoff Authority:</b> <i>Manager Urban Planning</i></p>	 95%	<p>Ku-ring-gai Public Domain Plan - Volume 2 - Gordon was adopted at the Ordinary Meeting of Council held on 26 April 2022.</p> <p>At the Ordinary Meeting of Council held on 24 May 2022, Council resolved to publicly exhibit the draft St Ives Public Domain Plan. The exhibition is planned for July 2022.</p> <p>The draft Lindfield Public Domain plan has been exhibited and will be reported back to Council for adoption in early 2022/23.</p> <p>Roseville and Pymble draft Public Domain Plans will be reported to Council for public exhibition in the second half of 2022.</p>

## Key Achievements

Adoption of the Public Domain Technical Manual will assist all designers within Council as well as the Assessment team when specifying materials for use in the public domain areas of Ku-ring-gai. It will maintain a consistent standard and continuity of materials.

P4.1.1.2	<p>Implement Public Domain Masterplans for the local centres and concept plans for key precincts.</p> <p><b>Signoff Authority:</b> <i>Manager Urban Planning</i></p>	 91%	<p>Plans to revitalise local centres are being progressively implemented and achieve quality design and sustainability outcomes in collaboration with key agencies, landholders and the community.</p> <p>Local centres works that have progressed include:</p> <ul style="list-style-type: none"> <li>* St Johns Avenue, Gordon streetscape construction commenced.</li> <li>* Fitzsimons Lane, Pacific Highway (between Merriwa Street and Ryde Rd), east end of Merriwa St and Ridge St was exhibited and supported by the community. This will be reported back to Council in July. Detailed design is scheduled to begin in 2022/23.</li> <li>* Concept plans for Lindfield Avenue and Tryon Road streetscape upgrades were exhibited, with 65% of survey respondents rating the proposal as good or excellent. Detailed design of the project will commence in 2022/23.</li> <li>* Bedes Forest final concept plan will be reported to Council in July for public exhibition.</li> <li>* Public Domain Concept Plans are being prepared for St Ives will be on exhibition in July.</li> <li>* Roseville and Pymble draft public domain plans will be reported to Council for public exhibition in the second half of 2022.</li> </ul>
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## Key Achievements

St Johns Avenue streetscape upgrades commenced construction.

P4.1.1.3	<p>Actively engage with residents, key agencies, landholders, businesses and other stakeholders to assist with the delivery of the Activate Ku-ring-gai Program.</p> <p><b>Signoff Authority:</b> <i>Manager Urban Planning</i></p>	 95%	<p>A number of engagement events were cancelled or postponed during the reporting period due to either COVID-19 or poor weather conditions. Despite this, the following consultation and engagement was achieved:</p> <ul style="list-style-type: none"> <li>* Consultation with Transport for NSW (TfNSW) regarding traffic planning matters in Turramurra, Lindfield and Gordon local centres</li> <li>* Consultation with Crown Lands regarding the draft Generic Plans of Management for Sports grounds, Parks and General Community Use</li> <li>* Meetings with adjoining Council's to discuss green grid planning</li> <li>* Consultation with local sports groups during preparation of a grant application for Hassall Park, St Ives</li> <li>* Engagement with the local community via Council's website and survey exploring support for Nature Play in Ku-ring-gai</li> <li>* Engagement with the local community via council's website and survey on concept options for a new park adjoining Bedes Forest, St Ives</li> <li>* Exhibition of a draft Overt Surveillance in Public Places Policy</li> <li>* Engagement with State MP and local community group regarding traffic management on Lindfield Avenue</li> <li>* Direct engagement with businesses on Hill Street, Roseville for the 'Streets As Shared Spaces' grant.</li> </ul>
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			<p>* Exhibition of draft concept plans for streetscape improvements in Lindfield and Gordon</p> <p>* Exhibition of a draft concept plan for a new park adjoining Bedes Forest in St Ives (on-site event cancelled due to rain)</p> <p>* A community information drop-in session was held in Lindfield in June 2022 during the exhibition of concept plans.</p>
<b>Key Achievements</b>			
A number of key documents were publicly exhibited utilising active engagement techniques such as posters, illustrated flyers, web pages, community events, on-line surveys and face-to-face consultations to actively engage with residents, key agencies, landholders, businesses and other stakeholders to assist with the delivery of the Activate Ku-ring-gai Program.			
P4.1.1.4	<p>Finalise a Creative Arts Facility Strategy to guide the delivery of creative arts and cultural facilities across the local government area.</p> <p><b>Signoff Authority:</b> Manager Urban Planning</p>	 0%	<p>No further progress.</p> <p><b>Reason</b></p> <p>The task cannot be progressed until there is greater certainty around the future of development contributions and funding for Council co-contributions.</p> <p><b>Remedial Action</b></p> <p>On 15 March 2022, Council resolved to formally place this item on hold, as part of the Revised Delivery Program 2018-2022 and Operational Plan 2021-2022: December Biannual Report.</p>
P4.1.1.5	<p>Identify locations for new parks in priority areas identified in Council's adopted Open Space Acquisition Strategy.</p> <p><b>Signoff Authority:</b> Manager Urban Planning</p>	 60%	<p>Negotiations are progressing for property acquisition in the Pymble, Gordon and Roseville local centres.</p> <p><b>Reason</b></p> <p>This is an ongoing collaboration between the urban design and property teams.</p> <p><b>Remedial Action</b></p> <p>Negotiations will continue to be conducted.</p>
P4.1.1.6	<p>Prepare streetscape concept plans for identified precincts in Gordon Local Centre consistent with the Public Domain Plan.</p> <p><b>Signoff Authority:</b> Manager Urban Planning</p>	 95%	<p>Work progressed on the design and delivery of key precincts in the Gordon local centre including:</p> <ul style="list-style-type: none"> <li>* Commenced construction works in St Johns Avenue</li> <li>* Completed Wade Lane high pedestrian activity area construction works</li> <li>* Concept plans exhibited for Fitzsimons Lane, Pacific Highway (between Merriwa Street and Ryde Rd), east end of Merriwa St and Ridge St.</li> </ul>
P4.1.1.7	<p>Prepare streetscape concept plans for identified precincts in Turrumurra Local Centre consistent with the Public Domain Plan.</p> <p><b>Signoff Authority:</b> Manager Urban Planning</p>	 30%	<p>During the reporting period engagement continued with TfNSW regarding improvements and expansion of the bus interchange.</p> <p>The traffic study for Turrumurra local centre has highlighted some issues that need to be addressed before the implementation of streetscape works. This may change priorities around the delivery of key precincts.</p> <p><b>Reason</b></p> <p>The traffic study for Turrumurra local centre has highlighted some issues that need to be addressed before the implementation of streetscape works.</p> <p>This may change priorities around the delivery of key precincts.</p> <p><b>Remedial Action</b></p> <p>Further consultation with Transport for NSW regarding their timeline for improvements to the Pacific Highway, the bus interchange and potential for a bridge at the end of Ray Street. Understanding priorities for upgrades from TfNSW will assist in</p>

			decisions regarding timing of streetscape improvements.
<b>Challenges</b>			
The traffic study for Turrumurra local centre has high-lighted some issues that need to be addressed before the implementation of streetscape works.			
P4.1.1.8	Prepare streetscape concept plans for identified precincts in Lindfield Local Centres consistent with the Public Domain Plan.  <b>Signoff Authority:</b> <i>Manager Urban Planning</i>	 95%	Concept plans for Lindfield Avenue and Tryon Road streetscape upgrades have been exhibited, with 65% of survey respondents rating the proposal as good or excellent. Detailed design of the project will commence later this year or early 2023.
P4.1.1.9	Monitor the Major Project proposals to ensure they deliver quality community outcomes and design excellence.  <b>Signoff Authority:</b> <i>Manager Urban Planning</i>	 100%	Funding and delivery responsibilities for road infrastructure in Lindfield were clarified and adopted by Council. TfNSW approved Council's adopted traffic management plan for Lindfield Local Centre.
<b>Key Achievements</b>			
Responsibilities for delivery of new road infrastructure in Lindfield Local Centre were clarified. This will assist with reducing the risks associated with the Lindfield Village Hub project.			
P4.1.1.10	Continue to facilitate disposal of the Lindfield Library site.  <b>Signoff Authority:</b> <i>Director Strategy &amp; Environment</i>	 100%	Work on the Sydney Trains 'Deferred Commencement' conditions of consent were progressed.
P4.1.1.11	Integrate all transport modes for the primary local centres through the Public Domain Plan, Traffic and Transport studies in collaboration with Transport for NSW (TfNSW).  <b>Signoff Authority:</b> <i>Manager Urban Planning</i>	 91%	Plans to revitalise local centres continued to be progressively implemented to achieve quality design and sustainability outcomes in collaboration with key agencies, landholders and the community.  The traffic study for Turrumurra is complete. The study has identified some potential traffic issues around the Turrumurra local centre which may require some reconsideration of the design priorities for Turrumurra. Consultation with TfNSW is continuing. Discussions with TfNSW regarding the upgrade of the Turrumurra bus interchange are continuing.  The traffic study for Gordon is continuing. The Gordon Public Domain Plan was adopted at the 26 April 2022 Ordinary Meeting of Council.  Local centres works that progressed include: * The Lindfield Traffic Management Plan was adopted at the 26 April 2022 Ordinary Meeting of Council. The Lindfield Public Domain Plan will now be reported to Council for adoption in July or August 2022. * Data has been collected for a proposed traffic study for the St Ives local centre. * The draft Public Domain Plans for St Ives will be on exhibition in July. * Roseville and Pymble draft Public Domain Plans will be reported to Council for public exhibition in the second half of 2022.
P4.1.1.12	Finalise strategies and plans for Gordon Local Centre and surrounds.  <b>Signoff Authority:</b> <i>Manager Urban Planning</i>	 0%	The preparation of structure plans and master plans could not be progressed further following Council's resolution of the 16 November 2021 in relation to the Ku-ring-gai Housing Strategy.  A report was presented to Council in February 2022 to advise Council of the recently made Environmental Planning and Assessment (Statement of Expectations) Order 2021. Letters were sent State

			<p>MPs in March 2022 discussing key concerns regarding development assessment and Council's adopted position in relation to key strategic planning obligations.</p> <p><b>Reason</b></p> <p>The preparation of structure plans and master plans could not be progressed further following Council's resolution of the 16 November 2021 in relation to the Ku-ring-gai Housing Strategy.</p> <p><b>Remedial Action</b></p> <p>The task has been placed on hold</p>
P4.1.1.13	<p>Finalise strategies and plans for Turramurra Local Centre and surrounds.</p> <p><b>Signoff Authority:</b> <i>Manager Urban Planning</i></p>	 <p>0%</p>	<p>The preparation of structure plans and master plans could not be progressed further following Council's resolution of the 16 November 2021 in relation to the Ku-ring-gai Housing Strategy.</p> <p>A report was presented to Council in February 2022 to advise Council of the recently made Environmental Planning and Assessment (Statement of Expectations) Order 2021. Letters were sent to local State MPs in March 2022 discussing key concerns regarding development assessment and Council's adopted position in relation to key strategic planning obligations.</p> <p><b>Reason</b></p> <p>The preparation of structure plans and master plans could not be progressed further following Council's resolution of the 16 November 2021 in relation to the Ku-ring-gai Housing Strategy.</p> <p><b>Remedial Action</b></p> <p>The task has been placed on hold</p>
P4.1.1.14	<p>Finalise strategies and plans for Lindfield Local Centre and surrounds.</p> <p><b>Signoff Authority:</b> <i>Manager Urban Planning</i></p>	 <p>0%</p>	<p>The preparation of structure plans and master plans could not be progressed further following Council's resolution of the 16 November 2021 in relation to the Ku-ring-gai Housing Strategy.</p> <p>A report was presented to Council in February 2022 to advise Council of the recently made Environmental Planning and Assessment (Statement of Expectations) Order 2021. Letters were sent State MPs in March 2022 discussing key concerns regarding development assessment and Council's adopted position in relation to key strategic planning obligations.</p> <p><b>Reason</b></p> <p>The preparation of structure plans and master plans could not be progressed following Council's resolution of the 16 November 2021 in relation to the Ku-ring-gai Housing Strategy.</p> <p><b>Remedial Action</b></p> <p>The task is on hold.</p>

### Term Achievement

Code	Description	Progress
P4.1.2	<p>Commence construction of Lindfield Village Green.</p> <p><b>Signoff Authority:</b> <i>Director Operations</i></p>	
<b>Comments</b>		
<p>Completed for Delivery Program 2018 – 2022.</p> <p>Construction was completed and the new carpark is operational.</p>		

**Key Achievements**

Construction of the Lindfield Village Green is complete. The carpark, park and cafe are now open to the community.

**Operational Plan Tasks**

Code	Description	Progress	Comments
P4.1.2.1	Complete construction of Lindfield Village Green.  <i>Signoff Authority:</i> <i>Director Operations</i>	 100%	Completed previous reporting period.

**Term Achievement**

Code	Description	Progress
P4.1.3	Secure a development partner for Lindfield Village Hub.  <i>Signoff Authority: Group Lead - Major Projects</i>	
<b>Comments</b>		
This Term Achievement was behind schedule for Delivery Program 2018 – 2022. A Request for Detailed Proposal (RFDP) was issued to Proponents in April 2022 and responses are expected in July 2022.		

**Operational Plan Tasks**

Code	Description	Progress	Comments
P4.1.3.1	Progress negotiations with prospective developers for the Lindfield Village Hub.  <i>Signoff Authority:</i> <i>Group Lead - Major Projects</i>	 100%	Council issued a Request for Detailed Proposal (RFDP) to the market in April 2022. This phase of procurement is ongoing and detailed Proposals are due from the proponents in July 2022.

**Key Achievements**

Council issued a Request for Detailed Proposal (RFDP) to the market.

**Term Achievement**

Code	Description	Progress
P4.1.4	Secure a development partner for Turrumurra Community Hub.  <i>Signoff Authority: General Manager</i>	
<b>Comments</b>		
This Term Achievement was behind schedule for Delivery Program 2018 – 2022. Examination continued for scenarios that are capable of achieving Council's Long Term Financial Plan self-funding objective.		

**Operational Plan Tasks**

Code	Description	Progress	Comments
P4.1.4.1	Examine planning options within feasibility parameters for the Turrumurra Community Hub.  <i>Signoff Authority:</i> <i>Group Lead - Major Projects</i>	 91%	An independent review of master plan scenarios was considered. Further investigation of specific scenarios is currently being undertaken.

**Key Achievements**

Specific scenarios identified for further investigation

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

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

### Term Achievement

Code	Description	Progress
P5.1.1	Strategies, plans and processes are in place to effectively protect and preserve Ku-ring-gai's heritage assets.  <i>Signoff Authority: Director Strategy &amp; Environment</i>	<input checked="" type="checkbox"/>
<b>Comments</b>		
Completed for Delivery Program 2018 – 2022. Strategic planning and programs were progressed to effectively protect and preserve Ku-ring-gai's heritage assets, including the review of the Development Control Plan (DCP), working with the Heritage Reference Committee, identification of new heritage items, finalisation of Council's Heritage housekeeping LEP, Heritage Home Grants and working with Aboriginal Heritage Office and contractors.		

### Operational Plan Tasks

Code	Description	Progress	Comments
P5.1.1.1	Implement, monitor and review Ku-ring-gai's heritage planning controls and Heritage Strategy consistent with the Local Strategic Planning Statement (LSPS).  <i>Signoff Authority: Manager Urban Planning</i>	<input checked="" type="checkbox"/> 100%	The monitoring and review of Ku-ring-gai's heritage planning controls has been undertaken in consultation with the Heritage Reference Committee.  Work progressed on the preparation of a planning proposal to correct heritage errors and anomalies in the KLEP 2015. This Planning Proposal will be reported to the June 2022 OMC with a recommendation that it be submitted to Department of Planning for a Gateway determination to allow public exhibition.
P5.1.1.2	Protect and effectively manage Ku-ring-gai's Aboriginal heritage assets in conjunction with the Aboriginal Heritage Office.  <i>Signoff Authority: Manager Environment &amp; Sustainability</i>	<input checked="" type="checkbox"/> 100%	Aboriginal sites continued to be considered within both development assessment, Council work and hazard reduction assessments, with support from the AHO. Whilst Council has sought to implement Aboriginal heritage training to staff through the Aboriginal Heritage Office (AHO), no staff were able to be trained between 1 July 2021 to 30 June 2022. Staff are booked to attend training early next financial year. The Ku-ring-gai Council Aboriginal Site Management Plan was updated in April 2022.
P5.1.1.3	Promote local heritage in consultation with key stakeholders.  <i>Signoff Authority: Manager Urban Planning</i>	<input checked="" type="checkbox"/> 100%	Ku-ring-gai Heritage Home Grants programs continued to be promoted and assessed. Applications closed on 31 May 2022 with final recommendations for grants to be reported to Council in July 2022.  A very successful Ku-ring-gai Heritage Festival was held during April and May 2022 with a number of events across Ku-ring-gai.
<b>Key Achievements</b>			
The Ku-ring-gai Heritage Festival was held during April and May with a number of events across Ku-ring-gai.			
P5.1.1.4	Heritage is protected and conserved through the assessment of development against all relevant heritage provisions contained within State legislation, Local Environmental Plans and Development Control Plans.  <i>Signoff Authority:</i>	<input checked="" type="checkbox"/> 100%	Heritage continued to be protected and conserved through the assessment of development applications against all relevant heritage provisions contained within State legislation, Local Environmental Plans and Development Control Plans.

	<i>Manager Development Assessment Services</i>		
P5.1.1.5	Cultural and heritage assets in open space areas are protected, preserved, restored and maintained.  <b>Signoff Authority:</b> <i>Manager Technical Services</i>	 100%	A grant funding application was submitted to Veterans Affairs NSW to undertake major restoration work on the war memorial gates at Lindfield Soldiers Memorial. This work will form part of Council's overall plan to ensure all Ku-ring-gai war memorials are kept in good condition for future generations.  Regular asset inspections continued to ensure all our heritage and cultural assets are maintained, preserved and protected.
<b>Key Achievements</b>			
Upgrade of Sandakan War Memorial at North Turramurra, including a new interpretive sign to provide a detailed explanation of this specific part of WW11.			
P5.1.1.6	Deliver Indigenous cultural programs and events at Ku-ring-gai Wildflower Garden and St Ives Showground.  <b>Signoff Authority:</b> <i>Manager Visitor Experience &amp; Events</i>	 100%	Indigenous programs were delivered as part of the Heritage Festival and Gai-marigal Festival, including the Aboriginal Heritage Office Heritage Walk and Aunty Time themed nature play. Gai-marigal Festival activities will continue into 2022/23 with indigenous themed full day school holiday programs and nature play sessions in the first week of July.
<b>Key Achievements</b>			
Partnering with the Aboriginal Heritage Office and the Gai-Marigal Group for the delivery of Indigenous Events. Partnership with Indigiearth for the Warrakirri Dining Experience.			

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

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

### Term Achievement

Code	Description	Progress
P6.1.1	A program is being implemented to improve existing recreation, sporting and leisure facilities and facilitate the establishment of new facilities.  <b>Signoff Authority:</b> <i>Director Strategy &amp; Environment</i>	
<b>Comments</b>		
This Term Achievement was behind schedule for Delivery Program 2018 – 2022. Strategic recreational planning under Council's Local Strategic Planning Statement was progressed along with a range of projects under the Open Space Capital Works Program for 2021/22. <b>Reason</b> Some projects were delayed due to COVID restrictions, wet weather and staff resourcing limitations. <b>Remedial Action</b> Projects and planning have been rescheduled.		
<b>Challenges</b>		
Managing the challenges of COVID and wet weather-related impacts on planning and projects.		

### Operational Plan Tasks

Code	Description	Progress	Comments
P6.1.1.1	Deliver Council's adopted Open Space Capital Works Program.  <b>Signoff Authority:</b>	 80%	Due to the combination of COVID and a significant period of wet weather some of the projects were delayed.  <b>Reason</b>

	<i>Manager Technical Services</i>		COVID related impacts and wet weather delayed work schedules. <b>Remedial Action</b> Projects and planning were rescheduled.
P6.1.1.2	District park landscape masterplans are prepared to inform the forward Open Space Capital Works Program.  <b>Signoff Authority:</b> <i>Manager Urban Planning</i>	 75%	The Hassall Park, St Ives Landscape Masterplan was completed and handed over to Operations for implementation. A draft Landscape Masterplan for The Glade, Wahroonga is being reported to Council in June. Pending endorsement by Council, the draft masterplan will be placed on public exhibition during July. <b>Reason</b> The landscape masterplan for The Glade project is on track and will be nearing completion by the next reporting period. <b>Remedial Action</b> The draft landscape masterplan for The Glade will be finalised for adoption subject to any amendments following the public exhibition process.
P6.1.1.3	Complete the design of identified parks incorporating accessibility and inclusive passive recreation facilities.  <b>Signoff Authority:</b> <i>Manager Technical Services</i>	 100%	During the reporting period design work for identified parks continued to incorporate accessibility and inclusive features. Community consultation was completed for playspaces at Lorraine Taylor Reserve, Eldinhope Green and Sequia Close.
P6.1.1.4	Construct parks which incorporate accessible and inclusive passive recreation facilities.  <b>Signoff Authority:</b> <i>Manager Technical Services</i>	 100%	Achievements during the reporting period included: *substantial completion of Warrimoo Oval playground, with fully inclusive and accessible design. * substantial completion of SIVG Recreation Precinct playground, with fully inclusive and accessible design *Construction contracts awarded for Kendall Village, Dukes Green and Kendall Village all of which have received significant funding through the NSW Government's Everyone Can Play Grants to assist in the provision of accessible and inclusive playspaces. * The tender for Nar-rang Reserve playground, including an Everyone Can Play grant, to be reported to council in June.
<b>Key Achievements</b>			
Successful tenders for Dukes Green, Kendall Village and Nar-rang Reserve playspaces. Tenders awarded for a number of Everyone Can Play Grant Recipient playspaces throughout the LGA.			
P6.1.1.5	Implement improvements to carparking at Wahroonga Park and St Ives Showgrounds.  <b>Signoff Authority:</b> <i>Manager Technical Services</i>	 90%	The detail design for St Ives Showground main carpark is now in the final stages with a finalised design package expected by the end of June. The design for the carpark improvements at Wahroonga Park has been modified following internal and external consultation. An accessible space will now be provided adjacent to the playground with works to commence in the first quarter of 2022/23. <b>Reason</b> Resourcing issues resulting from COVID impacted on the progress of some lower priority projects <b>Remedial Action</b> The works are on track with the detail design works for the Wahroonga accessible carspace nearing completion internally and the consultant finalising the

			package for the main carpark upgrade at the Showground.
P6.1.1.6	<p>Implement an amenities improvement program to recreational and sporting fields that are compliant with the relevant code.</p> <p><b>Signoff Authority:</b> <i>Manager Technical Services</i></p>	 100%	<p>During the reporting period the amenities at George Christie Park, roof replacement at Turramurra Seniors and underpinning of Meals On Wheels Turramurra were completed. Challenges included resourcing issues resulting from COVID and building supply limitations.</p> <p>It is anticipated that internal works can continue at Turramurra Seniors.</p>
<b>Key Achievements</b>			
Completion of new amenities at George Christie and roof replacement at Turramurra seniors.			
P6.1.1.7	<p>Progressively review Plans of Management for Community land.</p> <p><b>Signoff Authority:</b> <i>Manager Urban Planning</i></p>	 75%	<p>The Generic Sportsground Plan of Management (PoM) has been reported to Council for exhibition and staff are awaiting the review by Crown Lands and approval to exhibition.</p> <p>The Generic Parks PoM is in draft form with an initial review by Crown Lands undertaken and now ready to be reported to Council.</p> <p>The Generic General Community Use PoM is in draft form to be completed August</p> <p><b>Reason</b></p> <p>Undertaking the changes in mapping for Crown Lands has raised issues with site naming and now a full audit of all Parks and Reserves is being completed with the Geographical Names Board and Crown Lands.</p> <p><b>Remedial Action</b></p> <p>A full Geographical Names Board Audit to ensure all sites are named and matched correctly is progressing.</p>
P6.1.1.8	<p>Maintain existing recreation and sporting facilities in accordance with the Asset Management Strategy and maintenance plans.</p> <p><b>Signoff Authority:</b> <i>Manager Infrastructure Services</i></p>	 100%	<p>Each sporting and recreation site is currently maintained in accordance with asset maintenance plans. Every site is on a maintenance schedule according to their hierarchy within the system.</p> <p>Higher than usual rainfall has made the maintenance of these facilities, especially in terms of grass mowing, a challenge during the reporting period.</p>
P6.1.1.9	<p>Complete design documentation and award contract for Stage 2 of the Warrimoo Downhill Mountain Bike Trail at St Ives Chase.</p> <p><b>Signoff Authority:</b> <i>Manager Environment &amp; Sustainability</i></p>	 75%	<p>Design documentation was completed. The project has now moved to the contract and delivery stage.</p> <p><b>Reason</b></p> <p>Some delays occurred as a result of COVID related resourcing issues.</p> <p><b>Remedial Action</b></p> <p>Council's projects team will award the contract and oversee delivery.</p>
P6.1.1.10	<p>Implement priority actions from the Recreation in Natural Areas Strategy.</p> <p><b>Signoff Authority:</b> <i>Manager Environment &amp; Sustainability</i></p>	 100%	<p>Actions from the Recreation in Natural Areas Strategy continued to be implemented and the Strategy continues to guide management of recreation in natural areas across the local government area. The Sustainable Recreation Advisory Group community representatives will be appointed for the new term of the SRAG at the June OMC.</p>
P6.1.1.11	<p>Commence detailed design and tender documentation, while the Development</p>		<p>The design consultant team have progressed tender documentation to 80% complete.</p>

	Application (DA) is under assessment, for a sports facility at St Ives High School.  <b>Signoff Authority:</b> <i>Director Strategy &amp; Environment</i>	100%	
P6.1.1.12	Progress preparation of a Green Grid Strategy for Ku-ring-gai to align with the Local Strategic Planning Statement (LSPS).  <b>Signoff Authority:</b> <i>Manager Urban Planning</i>	 45%	Stage two report preparation is underway. <b>Reason</b> Resourcing issues and higher priority projects delayed progress on this project. <b>Remedial Action</b> Resourcing allocations to ensure the project progresses in accordance with the project plan scheduling has required tasks to be balanced with staff workloads.
P6.1.1.13	Continue to work closely with sporting organisations and clubs, user groups and residents to develop and manage Council's sporting assets.  <b>Signoff Authority:</b> <i>Manager Urban Planning</i>	 95%	During the reporting period meetings were held with individual sporting groups as required. Information on Council's Recreation Needs Study was provided to attendees at the Sports Forum with stakeholder consultation to commence in early 2022/23.
P6.1.1.14	Commence preparation of relevant policies and strategies to guide the delivery of sport and recreation facilities.  <b>Signoff Authority:</b> <i>Manager Urban Planning</i>	 95%	Achievements during the reporting period included: *Continued to review policies to advance recreation through the Sustainable Recreation Advisory Group *Worked with the State Government Advisory group on adventure play/ recreation to create guidelines and policy. *Worked with State Government on synthetic grass in recreation areas to guide the use of synthetic surfaces in the future.
P6.1.1.15	Finalise Recreation Needs Study for Ku-ring-gai.  <b>Signoff Authority:</b> <i>Manager Urban Planning</i>	 75%	Progress has included significant data collection by staff, a Councillor workshop and presentation of the project outline to attendees at the June Sports Forum. Community consultation with stakeholders is planned for early 2022/23. <b>Reason</b> Work is progressing to the project timeline. Some delays were experienced due to a staff vacancy. <b>Remedial Action</b> Maintain progress in accordance with the agreed timeline.
<b>Challenges</b>			
Maintain timeline on the project to ensure no time creep on completion.			
P6.1.1.16	Implement the Ku-ring-gai Play Space Strategy and monitor and review the program as required.  <b>Signoff Authority:</b> <i>Manager Urban Planning</i>	 72%	A workshop was held to review the outcomes of the Nature Play survey in April 2022. A revised five year program for the direction of s7.12 funds for play space upgrades has been developed and briefs developed for play spaces to be upgraded in 2023. <b>Reason</b> The implementation of the strategy is on track, and progress is being made incrementally in line with its long term delivery. <b>Remedial Action</b>

			Further workshops and activities will be held to progress the strategy, particularly focusing on Nature Play initiatives.
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### Term Achievement

Code	Description	Progress
P6.1.2	Partnerships are established with community groups and organisations to optimise the availability and use of sporting, recreation and leisure facilities.  <i>Signoff Authority: Director Strategy &amp; Environment</i>	
<b>Comments</b>		
Substantial completion for Delivery Program 2018 – 2022. During the reporting period, there was ongoing communication with clubs, organisations and community groups with various grant funding applications made. The sports forum was held and the Recreation Needs Study progressed.		
<b>Key Achievements</b>		
Sports forum was held in June 2022 and Council is progressing the Recreation Needs Study.		

### Operational Plan Tasks

Code	Description	Progress	Comments
P6.1.2.1	Engage with community partners to improve sporting, leisure and recreational facilities through partnerships, grant funding and other external funding opportunities.  <i>Signoff Authority: Manager Urban Planning</i>	 95%	Council officers continued to work with community partners with an increased focus on providing recreation facilities more strategically, through the work of the Recreation Needs Study.
<b>Key Achievements</b>			
Address the Sports Forum to outline the Recreation Needs Study and what we aim to achieve in long term recreation planning.			
P6.1.2.2	Facilitate a regular sporting forum and ongoing communication with sporting users.  <i>Signoff Authority: Manager Infrastructure Services</i>	 100%	The Sporting Forum was held on Monday 6th June 2022. Presentations were given on Council's new Booking System, Council's maintenance plans, upcoming capital works projects and a guest speaker from Office of Sport discussing options of grant opportunities available.
<b>Key Achievements</b>			
Over 60 people attended the sports forum representing a large number of sporting groups.			

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

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

### Term Achievement

Code	Description	Progress
P7.1.1	The condition and functionality of existing and new assets is improved.  <i>Signoff Authority: Director Operations</i>	
<b>Comments</b>		
Completed for Delivery Program 2018 – 2022. Some works at Comenarra, The Glade and Samuel King sports facilities were delayed due to COVID restrictions, extended wet weather and difficulties accessing construction materials.		

**Operational Plan Tasks**

Code	Description	Progress	Comments
P7.1.1.1	<p>Implement a prioritised program of improvements to community meeting rooms, halls, buildings and facilities.</p> <p><b>Signoff Authority:</b> <i>Manager Technical Services</i></p>	<p> 100%</p>	<p>Installation of a new remote access control system integrated with Council's venue hire booking system was completed for community buildings at East Lindfield, West Pymble, Turramurra Memorial, St Ives Show Grounds Arena &amp; St Ives Show Grounds Dog Hut B.</p> <p>The new system provides flexibility for hall hirers to book online and at the time receive confirmation and a pin code to access the venue between the allotted times, without the need for keys.</p> <p>The system will enable remote opening and closing of the main doors and monitoring of access as well as future remote control of air conditioning and lights.</p>
<b>Key Achievements</b>			
Installation of a new remote access control system integrated with Council's venue hire booking system initially at community buildings at East Lindfield, West Pymble, Turramurra and St Ives Showground.			
P7.1.1.2	<p>Integrate sustainability and climate resilience measures, incorporating minimum performance standards, into the building upgrade and renewal program.</p> <p><b>Signoff Authority:</b> <i>Manager Environment &amp; Sustainability</i></p>	<p> 100%</p>	<p>Internal guidelines for implementation of public electric vehicle (EV) chargers were drafted and endorsed by senior management. A public policy for public EV chargers was also drafted and submitted to Council for review.</p>

**Term Achievement**

Code	Description	Progress
P7.1.2	<p>Usage of existing community buildings and facilities is optimised.</p> <p><b>Signoff Authority:</b> <i>Director Strategy &amp; Environment</i></p>	<p></p>
<b>Comments</b>		
<p>Completed for Delivery Program 2018 – 2022.</p> <p>Significant progress was made to improve the management of Council's community lease/licence portfolio consistent with Council's Management of Community and Recreation Facilities Policy. This has included facilitating greater shared use in the interests of maximising the use of community buildings and reducing costs to user groups. Key challenges included obtaining acceptance by user groups to a consistent leasing/licensing framework across the community building portfolio.</p>		

**Operational Plan Tasks**

Code	Description	Progress	Comments
P7.1.2.1	<p>Maximise the use and efficiency of the existing community portfolio to facilitate greater public access, including multi-use, in line with Council's Management of Community and Recreation Facilities Policy.</p> <p><b>Signoff Authority:</b> <i>Manager Property</i></p>	<p> 100%</p>	<p>During the term under review there was considerable progress to improve the management of Council's community lease/licence portfolio consistent with Council's Management of Community and Recreation Facilities Policy. Stage one included a comprehensive audit of all occupancies within Council's buildings with priority afforded to formalising agreements with user groups who previously did not have formal tenure.</p> <p>In formalising arrangements, all potential users are considered for the use of all multi-use areas of Council's buildings, including canteens which in the past have typically been used by one group.</p>
<b>Key Achievements</b>			
Five new storage agreements were entered into for the use of storage space and three new licences for the use of canteens/kiosks, change rooms, club-houses within Council's buildings. Every effort has been made to facilitate greater shared use in the interests of maximising the use of community buildings and reducing costs to user groups.			

Key challenges included obtaining acceptance of user groups to the adherence of a consistent leasing/licensing framework across the community portfolio that accorded with Council's Management of Community and Recreation Facilities Policy. Results indicate the success of the initiative.

P7.1.2.2	<p>Continue to develop and promote the Ku-ring-gai Wildflower Garden and St Ives Showground diverse facilities to host community and commercial usage.</p> <p><b>Signoff Authority:</b> <i>Manager Visitor Experience &amp; Events</i></p>	<p> 100%</p>	<p>Active promotion of the facilities continued during the period. Achievements included:</p> <p>*Commencement of a weekly organic market at St Ives Showground.</p> <p>*Sesame Street Circus commenced in late June and will continue over the Winter School Holiday period.</p>
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### Key Achievements

Weekly Organic Market commenced with great feedback and attendance from local residents.

P7.1.2.3	<p>Continue to develop and deliver professional services including programs, services and ongoing marketing to club members and public players at Council's golf courses to industry standards.</p> <p><b>Signoff Authority:</b> <i>Manager Technical Services</i></p>	<p> 100%</p>	<p>Council's Golf Courses continued to provide a range of services, golf equipment and apparel. Council officers continue to work closely with the Gordon Golf Club on a range of initiatives to increase golfing numbers. Gordon Pro-Shop has undergone some upgrades, with new lighting installed in the shop and upgrades to display walls and storage.</p> <p>North Turramurra Golf Course is seeking grant funding to improve the way it delivers golf lessons, and Council will support this funding application.</p>
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P7.1.2.4	<p>Council's recreation services meet customer needs.</p> <p><b>Signoff Authority:</b> <i>Manager Technical Services</i></p>	<p> 100%</p>	<p>Council's Strategy and Operations departments progressed the Recreation Needs Study that will provide a detailed review of the current recreation needs of the community and inform planning for future recreation facilities in Ku-ring-gai. The study will cover all facets of community recreation, including walking, mountain biking, and community sports.</p> <p>Upgrade works completed during the period included an upgrade of lighting at Warrimoo Tennis Courts to efficient LED floodlights, a new amenities block and change rooms at Comenarra playing field and The Glade Oval.</p> <p>New and improved energy efficient lighting will continue to be installed at all ovals and courts that currently have lighting and providing lighting at other locations will be investigated.</p> <p>Community consultation into providing more synthetic turf fields, which will provide longer playing times with less maintenance, is being prepared for Norman Griffith Oval at West Pymble.</p>
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### Key Achievements

Upgrade of lighting at Warrimoo Tennis Courts to efficient LED floodlights. New amenities block and change rooms at Comenarra Playing field and The Glade Oval.

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

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

### Term Achievement

Code	Description	Progress
P8.1.1	<p>Our public infrastructure and assets are planned, managed and funded to meet the community expectations, defined levels of service and address inter-generational equity.</p> <p><b>Signoff Authority:</b> <i>Director Operations</i></p>	<p></p>

Comments
<p>Completed for Delivery Program 2018 – 2022.</p> <p>Assets continued to be inspected with planned upgrades completed or progressed to all asset classes during the financial year.</p>

### Operational Plan Tasks

Code	Description	Progress	Comments
P8.1.1.1	<p>Continue to progress the review of the Contributions Plan to align with the Local Strategic Planning Statement (LSPS).</p> <p><b>Signoff Authority:</b> <i>Manager Urban Planning</i></p>	 100%	<p>The review of the s7.12 contributions plan substantially progressed and is expected to be reported to Council in early 2022/23.</p> <p>The review of the s7.11 contributions plan includes gathering data and studies concurrent with other strategic planning ahead of advice from the Six Cities Commission and anticipated gazettal of new legislation.</p>
P8.1.1.2	<p>Asset Management Plans are revised to align with the Resourcing Strategy.</p> <p><b>Signoff Authority:</b> <i>Manager Technical Services</i></p>	 100%	<p>Council adopted a revised Asset Management Strategy and Workforce Management Strategy in April 2022 as well as a revised Long Term Financial Plan in June 2022. Asset Management Plans will be reviewed to align with the Asset Management Strategy and Long Term Financial Plan.</p>

### Term Achievement

Code	Description	Progress
P8.1.2	<p>Programs for infrastructure and asset maintenance management are delivered in accordance with adopted Asset Management Strategy and Plans.</p> <p><b>Signoff Authority:</b> <i>Director Operations</i></p>	
Comments		
<p>Completed for Delivery Program 2018 – 2022.</p> <p>Asset management has progressed in line with asset management plans and budget allocations and Council continued to deliver successful capital works programs.</p>		

### Operational Plan Tasks

Code	Description	Progress	Comments
P8.1.2.1	<p>Implement Asset Management Plans to document maintenance, renewal and upgrade requirements in line with Service Level Agreements.</p> <p><b>Signoff Authority:</b> <i>Manager Technical Services</i></p>	 100%	<p>Asset management strategies for maintenance, renewal, and upgrades are being carried out in line with capital works programmes and expenditure.</p>
P8.1.2.2	<p>Prepare draft capital works and renewal programs for Council's footpaths, roads, drains, bridges and carparks for inclusion in the Delivery Program.</p> <p><b>Signoff Authority:</b> <i>Manager Technical Services</i></p>	 100%	<p>Draft capital works and renewal plans were prepared and submitted for approval for Council's footpaths, roads, drains, bridges, and car parks.</p>
P8.1.2.3	<p>Deliver Road, Footpath and Carparks Capital Works Programs on time and within budget.</p> <p><b>Signoff Authority:</b> <i>Manager Technical Services</i></p>	 100%	<p>100% of the roads, footpath and carpark capital works programs that had been planned have now been completed.</p> <p>Due to financial constraints and available funding, a few projects have been postponed to the next financial year.</p>

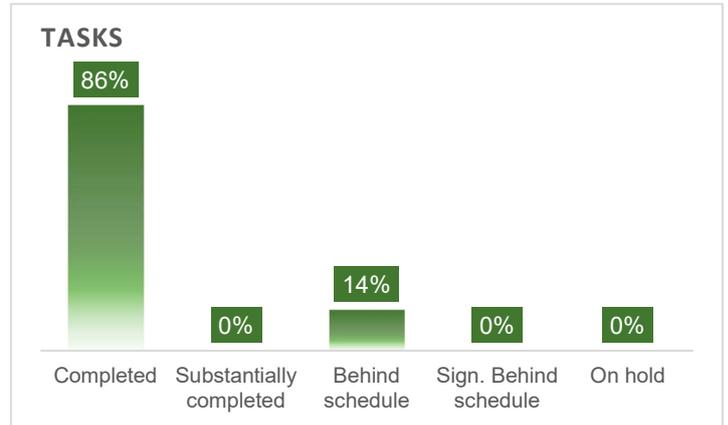
P8.1.2.4	Deliver Drainage Capital Works Programs on time and within budget.  <b>Signoff Authority:</b> <i>Manager Technical Services</i>	<input checked="" type="checkbox"/> 100%	The majority of the projects on the capital works program have now been completed. Work on drainage design documentation for future years will continue in the financial year.
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## THEME 4 ACCESS, TRAFFIC AND TRANSPORT

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

### Performance summary



### Key achievements

- The construction of 105 dedicated commuter parking spaces (funded by TfNSW) as part of the Lindfield Village Green project.
- All rail stations in Ku-ring-gai either have had access upgrades completed, or in the process of being upgraded.

### Challenges

- Ongoing seeking of funding opportunities for improvements to regional roads and blackspot locations within Ku-ring-gai LGA.
- No funding in the 2021/2022 Active Transport Program (Walking and Cycling) due to delays in the state budget.

## Performance indicators

Code	Description	Baseline	Yearly Target	Units	Achieved Amount	Change from 2020/21	Performance
T1.1.1.A	Number of new and upgraded pedestrian facilities (bus stops, crossings, islands) constructed.	In 2016/17, there were 8 new and upgraded pedestrian facilities constructed. (Source: Council)	8	Facilities	11	Decreased	
T1.1.1.B	Number of new and upgraded bicycle facilities installed.	In 2016/17, there were 2 new and upgraded bicycle facilities installed. (Source: Council)	2	Facilities	6	Increased	
<b>Comment:</b> 6 bike racks were installed in the public domain as part of the Lindfield Village Green project which formally opened in February 2022. Additionally, Council collaborated with Transport for NSW in the provision of 3 new bike racks at the Pacific Highway entry plaza to Roseville Station as part of the Roseville Station upgrade, and 5 new bike racks were installed as part of the Wahroonga Station upgrade along Railway Avenue adjacent to the new accessible ramp.							
T1.1.1.C	Kilometres of additional footpath network constructed.	In 2016/17, there was 0.9km of additional footpath network constructed. (Source: Council)	0.9	km	4.05	Decreased	
T1.1.1.D	Kilometres of additional cycleway network established.	In 2016/17, there was 0.06km of additional cycleway network established. (Source: Council)	0.06	km	0	Decreased	
<b>Comment:</b> Transport for NSW (TfNSW) advised that with the COVID-19 pandemic delaying the State budget in 2020, delivery of projects in 2021/2022 was not practically feasible, and therefore there was no funding in the 2021/2022 Active Transport Program (Walking and Cycling). Without funding assistance, it is not possible to deliver meaningful facilities only with Council's modest budget for cycling infrastructure, therefore no cycling projects were completed in 2021/2022. In late 2021, TfNSW opened submissions to the 2022/2023 Active Transport Program, and staff submitted 4 funding applications for planning/design of cycleway projects.							
T2.1.1.A	The number of recorded collisions involving vehicles or pedestrians.	In 2015/16, there were 284 recorded collisions involving vehicles or pedestrians. (Source: Roads and Maritime Service)	284	Collisions	215	Decreased	
<b>Comment:</b> Based on the latest data (2020) sourced from the Roads and Maritime Service.							

Key:  Achieved  Not achieved

## Full progress report

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

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

### Term Achievement

Code	Description	Progress
T1.1.1	Connections are provided to public transport that are accessible to all age groups and match the travel needs of the community.  <b>Signoff Authority:</b> Director Strategy & Environment	<input checked="" type="checkbox"/>
<b>Comments</b>		
<p>Completed for Delivery Program 2018 – 2022.</p> <p>Council has continued to pursue active transport options for the community with funding opportunities being sought through the Transport for NSW (TfNSW) 2022/2023 Active Transport Program. The principles and priorities in the Pedestrian Access and Mobility Plan (PAMP) continue to be incorporated into the roll out of the Public Domain Plans. The upgrade of bus stops to comply with the Disability Discrimination Act continued to be progressed.</p>		

### Operational Plan Tasks

Code	Description	Progress	Comments
T1.1.1.1	An improvement plan is being implemented for bikeways, pedestrian facilities and footpath networks having regard for the access, health and recreational needs of the community.  <b>Signoff Authority:</b> Manager Urban Planning	<input checked="" type="checkbox"/> 100%	<p>Improvements continued to be implemented as part of capital works programs and projects during 2021-2022.</p> <p>In addition, funding applications were submitted to Transport for NSW (TfNSW) in late 2022-2023 under the NSW Active Transport Program for planning/design of the following projects:</p> <ul style="list-style-type: none"> <li>* Shared user path and lighting upgrade along rail corridor from Cherry Street to Rohini Street (terminating at southern end of Sydney Trains commuter car park)</li> <li>* Concept design for Principal Bicycle Network route from Chatswood to Dee Why via Frenchs Forest and Roseville Bridge (in collaboration with Northern Beaches Council and Willoughby City Council)</li> <li>* Concept/detailed design for separated 2-way bike lane, and road rehabilitation on Bobbin Head Road between Burns Road and Milton Road</li> <li>* Kissing Point Road Turrumurra - design/construct approximately 300m of 2.5m wide shared user path, retaining walls, pedestrian fencing, line marking and signage between Pacific Highway and Catalpa Crescent.</li> </ul> <p>Successful applications are usually notified in May/June, but as of the end of June, successful projects have not yet been notified by Transport for NSW possibly due to the late handing down of the NSW Budget (late June 2022).</p>
T1.1.1.2	Incorporate the Pedestrian Access and Mobility Plan (PAMP) recommendations into the Public Domain Plan.  <b>Signoff Authority:</b> Manager Urban Planning	<input checked="" type="checkbox"/> 100%	The principles and priorities in the draft Pedestrian Access and Mobility Plan (PAMP) continued to inform the provision of pedestrian facilities to improve accessibility, and reduce severance caused by barriers such as arterial roads and railways as set out in the Public Domain Plan. A concept design for the Public Domain Plan (PDP) for St Ives (which incorporates improved footpaths, pedestrian crossing facilities and cycling facilities) was developed during the period, and the three Infrastructure Provision

			Goals identified in the draft PAMP for St Ives have been incorporated/addressed.  Work has also commenced on the draft Public Domain Plan for Roseville, and while some of the Infrastructure Provision Goals identified in the draft PAMP for Roseville were addressed as part of the recent station accessibility upgrade, other Infrastructure Provision Goals will guide the development of the draft PDP.
T1.1.1.3	Progressively upgrade bus stops in accordance with the Disability Discrimination Act requirements and 5-year program (to allocated budget).  <b>Signoff Authority:</b> <i>Manager Technical Services</i>	 100%	The upgrade of bus stops to comply with the Disability Discrimination Act for 2021-2022 is currently underway. Completion is expected by the close of the financial year.

### Term Achievement

Code	Description	Progress
T1.1.2	A network of safe and convenient links to local centres, major land uses and recreation opportunities is being progressively implemented.  <b>Signoff Authority:</b> <i>Director Strategy &amp; Environment</i>	
<b>Comments</b>		
<p>Completed for Delivery Program 2018 – 2022.</p> <p>Continued progress has been made on the implementation of the Ku-ring-gai Integrated Transport Strategy.</p> <p>Council is working with TfNSW to upgrade access at Pymble and Killara stations, with works at Wahroonga station completed in early-mid 2022.</p> <p>The road network improvements from the Ku-ring-gai Contributions Plan 2010 have progressed including agreements being reached on local centre transport works for Lindfield and Turramurra. Discussions have also commenced with Transport for NSW to advocate for the upgrade of the Turramurra Bus Interchange in accordance with the adopted Public Domain Plan for Turramurra.</p>		

### Operational Plan Tasks

Code	Description	Progress	Comments
T1.1.2.1	Review and implement appropriate recommendations from the Ku-ring-gai Integrated Transport Strategy to align with the Local Strategic Planning Statement (LSPS), North District Plan, and Future Transport 2056.  <b>Signoff Authority:</b> <i>Manager Urban Planning</i>	 100%	<p>During the period, the following recommendations from the current Ku-ring-gai Integrated Transport Strategy were implemented or were in the planning/design phase:</p> <p>Action D10 - Provide accessible access to all rail stations and bus stops:</p> <p>* Council is working with TfNSW to upgrade rail stations with lift access to platforms and adjoining streets (where required). All rail stations in Ku-ring-gai either have had access upgrades completed, or in the process of being upgraded, and as of 30 June 2022, works were progressing at Pymble and Killara stations, with works at Wahroonga station completed in early-mid 2022.</p> <p>Action E3 - implement road network improvements from the Ku-ring-gai Contributions Plan 2010:</p> <p>* Progress was made on the Turramurra Local Centre transport works during the period with the adoption of the Public Domain Plan for Turramurra.</p> <p>* As part of the stage agency consultation for the Lindfield Village Hub Planning Proposal, Council received in-principle concurrence from TfNSW for</p>

		<p>various intersection upgrades and modifications in Lindfield that were previously identified in the Contributions Plan. A report was adopted at the April 2022 meeting of Council outlining/allocating responsibilities of the various road upgrades between Council and the Lindfield Village Hub/Major Projects Group.</p> <p>* For the proposed traffic signals at the intersection of Lindfield Avenue and Tryon Road, a draft traffic signal model and traffic signal design was prepared. Further progress on this can be made once detailed design and documentation of the surrounding streetscape upgrade commences.</p> <p>* A Request for Quotation (RFQ) for traffic signal modelling and design was issued for traffic signal modelling, design and documentation of new traffic signals at the intersection of Pacific Highway and Strickland Avenue, and for modifications to the intersection of Pacific Highway and Balfour Street/Havilah Road in Lindfield. The RFQ is expected to be awarded in July 2022.</p> <p>Action E2 - upgrade capacity at critical intersections and pinch points:</p> <p>*Upgrade work continued by TfNSW on the Pacific Highway at the intersection with Redleaf Avenue and Fox Valley Road.</p> <p>*Staff held a coordination meeting with Transport for NSW regarding the Mona Vale Road corridor and upgrades to key intersections through St Ives.</p> <p>Action E5 - Implement road safety measures on local and regional roads:</p> <p>* Through Black Spot and other funding programs, Council continued to seek funding to implement road safety upgrades in local and regional roads. Successful nominations are expected to be notified during April/May 2022 but as of June 2022 there has been no announcement of successful projects</p> <p>Action D8 - Upgrade key bus/train interchanges:</p> <p>* Discussions were held with Transport for NSW to advocate for the upgrade of the Turramurra Bus Interchange in accordance with the adopted Public Domain Plan for Turramurra. Transport for NSW is in the process of developing an internal submission paper for the project.</p>
<b>Key Achievements</b>		
Council's Integrated Transport Strategy is being implemented to assist all transport modes.		

### Term Achievement

Code	Description	Progress
T1.1.3	<p>Advocate to relevant government agencies and private companies for integrated public transport facilities and service improvements that meet community needs.</p> <p><b>Signoff Authority:</b> Director Strategy &amp; Environment</p>	<input checked="" type="checkbox"/>
<b>Comments</b>		
Completed for Delivery Program 2018 – 2022.		

During the reporting period, commuter parking was provided as part of the Lindfield Village Green project and a series of railway station access upgrades were assessed and constructed by TfNSW. The implementation of Council's Integrated Transport Strategy and Local Strategic Planning Statement for future improvements to transport network also continued.

### Operational Plan Tasks

Code	Description	Progress	Comments
T1.1.3.1	<p>Liaise with Transport for NSW (TfNSW) for the provision of additional commuter car parking at priority rail stations, including Turramurra and other centres.</p> <p><b>Signoff Authority:</b> <i>Manager Urban Planning</i></p>	 100%	<p>The construction of 105 dedicated commuter parking spaces (funded by TfNSW) as part of the Lindfield Village Green (LVG) project was completed in mid-February 2022. Although not operational yet, the commuter parking will be managed by the Opal 'Park&amp;Ride' scheme, where users that park in the car park and incorporate a public transport trip as part of their journey will be able to park for free. Also, as part of the state agency consultation for the Lindfield Village Hub Planning Proposal, TfNSW confirmed that it will deliver the NSW Government's commitment to provide 240 commuter car parking spaces in Lindfield. With the Planning Proposal for Lindfield Village Hub made by the Department of Planning, Industry and Environment (DPIE) in late March 2022, delivery of 135 commuter parking spaces on the site, which would fulfil the target of 240 new commuter parking spaces in Lindfield, has been confirmed.</p> <p>Staff continued to pursue opportunities with TfNSW to provide dedicated commuter parking at Turramurra and other railway stations in the local government area.</p>
<b>Key Achievements</b>			
The construction of 105 dedicated commuter parking spaces (funded by TfNSW) as part of the Lindfield Village Green (LVG) project, which was completed in mid-February 2022.			
T1.1.3.2	<p>Advocate to Transport for NSW (TfNSW) and bus providers to target improvements to bus services connecting nearby centres with Ku-ring-gai including Mona Vale-Macquarie Park route, and Chatswood-Dee Why/ Northern Beaches route.</p> <p><b>Signoff Authority:</b> <i>Manager Urban Planning</i></p>	 100%	<p>During the period, there was no direct engagement with TfNSW on the Mona Vale-Macquarie Park route, and Chatswood - Dee Why/Northern Beaches rapid bus lines.</p> <p>In May 2022, the NSW Government advised that the Beaches Link project would be delayed, and it is unclear at this stage what the effect the delay may have for the delivery of the Chatswood - Dee Why/Northern Beaches rapid bus line.</p>
T1.1.3.3	<p>Collaborate with Transport for NSW (TfNSW) to co-ordinate and implement connections and upgrades to railway stations.</p> <p><b>Signoff Authority:</b> <i>Manager Urban Planning</i></p>	 100%	<p>Upgrade works to stations during the reporting period included:</p> <p>Wahroonga station: * The accessibility upgrade of Wahroonga Station was completed.</p> <p>Pymble station - Work continued at Pymble station, including the following: * Constructing new lifts with structural steel and glazing * Upgrade of the toilets on the station platform * Clearing of vegetation and tree removal on Grandview Street * Excavation and installation of new footings * Preparation of a work area in the Pacific Highway car park for a new electrical pit * Installation of a new electrical padmount within the rail corridor and the Pacific Highway car park.</p>

		<p>* Public domain works on Grandview Street and Pacific Highway, including upgrades to footpaths, kerbs, and gutters</p> <p>Killara station - Works included:</p> <ul style="list-style-type: none"> <li>* Construction of the new lift structures</li> <li>* Visual improvements to the greenery and plants along the train line</li> <li>* Service installation on the station platform</li> <li>* Preparation works for the new transformers for the station</li> <li>* Paint removal (blasting) and new painting on the existing footbridge</li> <li>* Internal upgrades to the platform buildings.</li> </ul>
<b>Key Achievements</b>		
All rail stations in Ku-ring-gai either have had access upgrades completed, or in the process of being upgraded, as of 30 June 2022.		

### Term Achievement

Code	Description	Progress
T1.1.4	<p>The community is informed, educated and encouraged to use alternative forms of transport.</p> <p><b>Signoff Authority:</b> Director Strategy &amp; Environment</p>	
<b>Comments</b>		
<p>Completed for Delivery Program 2018 – 2022.</p> <p>Council staff planned for local events in December 2021 and February 2022 to promote e-bikes as an alternative form of transport, however these events were postponed due to COVID-19 restrictions.</p> <p>Planning will commence for Council's annual cycling promotion event, the Ride2Work Day, which will be held in October, subject to COVID-19 case numbers.</p>		

### Operational Plan Tasks

Code	Description	Progress	Comments
T1.1.4.1	<p>Deliver education and awareness programs focused on alternatives to private car use.</p> <p><b>Signoff Authority:</b> Manager Urban Planning</p>	 100%	<p>A planned event in Cameron Park Turramurra, to showcase the potential of e-bikes, in collaboration with a local bike shop/suppliers, was cancelled in December 2021 and February 2022 due to COVID case numbers.</p> <p>Planning will soon commence for Council's annual cycling promotion event, the Ride2Work Day, which is held nationally in October. Consideration is also being given to coordinating/providing support for the national Ride2School Day 2023, which is typically held in March.</p>

**Issue:** T2: Local road network

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

### Term Achievement

Code	Description	Progress
T2.1.1	<p>Safety and efficiency of the local road and parking network are improved and traffic congestion is reduced.</p> <p><b>Signoff Authority:</b> Director Operations</p>	
<b>Comments</b>		

This Term Achievement was behind schedule for Delivery Program 2018 – 2022.

TfNSW's Blackspot funded project for the construction of a protected right turn bay (and upgrade of road surface to non-skid) at the intersection of Burns Road and Ellalong Road, North Turrumurra did not progress as planned. Funding was granted to complete this project by end of FY 21/22. The design of this project has been finalised and it is expected that the project will commence in the 1st half of FY22/23.

Council completed the other TfNSW's Blackspot funded project in St Ives. 100% funding (\$207,600) was received from TfNSW to construct a roundabout at the intersection of Collins Road and Toolang Road, St Ives. A detailed design was completed in-house and the construction of this facility was completed in late June 2022.

All projects funded by TfNSW under its Federal Government Stimulus Program (approximately \$2M was awarded to Ku-ring-gai Council) for upgrading School Zone Infrastructure in the local government area have been completed by the end of June 2022. However, the street lighting upgrade at five pedestrian crossing facilities are still overdue, and Council is expected to complete the outstanding works in the first quarter of 2022/23.

The COVID-19 pandemic impacted TfNSW's ability to monitor the effects of NorthConnex on Ku-ring-gai roads. When monitoring commences, Council will work with TfNSW and assess impacts on Council's key/selected roads, especially on the increased use of trucks along Pacific Highway and Lady Game Drive.

During the period, an RFQ to develop an implementation plan for paid parking was set up but not yet issued to the market due to other workloads. In the Lindfield Village Green, parking meters have been installed and are operational but the integration with the NSW Government's Park N Pay app has been delayed and is expected to occur early in the second half of 2022. This is when the parking meters are expected to be fully operational for use by the community and enforced by Council's Regulatory Services.

#### Reason

Due to COVID-19 impacts there were delays to the preparation of final design and documentation tasks by consultants for the upgrade of the intersection of Burns Road and Ellalong Road. Council experienced delays in getting the street lighting design approvals from Ausgrid during 2021/22.

#### Remedial Action

Transport for NSW have agreed to carry forward the funding for the Burns Road/Ellalong Road project to 2022/23. TfNSW have also agreed to carry forward the remaining funding (from the Federal Stimulus Program) into 2022/23 to complete the upgrade of street lightings at the new pedestrian crossing facilities that have been constructed during 2021/22.

### Operational Plan Tasks

Code	Description	Progress	Comments
T2.1.1.1	<p>Continue to prepare an implementation plan for paid parking addressing location, financial and timing aspects of implementation.</p> <p><b>Signoff Authority:</b> <i>Manager Urban Planning</i></p>	 75%	<p>A parking management system was selected and installed in the Council-operated section of the Lindfield Village Green car park. The system is effectively a pay and display system, but also offers a smartphone app for enhanced customer convenience that integrates with the NSW Government's Park N Pay, providing real time parking availability in all Park&amp;Ride carparks. It also allows users to top up existing parking remotely and get notifications when a parking session is about to expire.</p> <p>To complement this, a Request for Quotation (RFQ) for the engagement of specialist consultants is being finalised, to advise Council on a staged implementation and fee structure for the Parking Management Strategy and preferred ownership/operator model for the wider area, having regard to the system implemented in the Lindfield Village Green project. This work will inform other major project car parks and potentially off-street car parks. The RFQ is expected to be issued early in the next quarter.</p> <p><b>Reason</b></p> <p>The need to implement a system in the Lindfield Village Green car park (in response to the TfNSW Park N Pay commuter car park management system being installed) resulted in this being delayed.</p>

			<p><b>Remedial Action</b></p> <p>The RFQ is being finalised and is expected to be issued by the end of June 2022.</p>
T2.1.1.2	<p>Implement the 10 year Traffic and Transport Program.</p> <p><b>Signoff Authority:</b> <i>Manager Traffic &amp; Transport</i></p>	<p> 75%</p>	<p>Council received funding from TfNSW for the construction of a protected right turn bay (and upgrade of road surface to non-skid) at the intersection of Burns Road and Ellalong Road, North Turrumurra, which is a project listed in the 10 Year Traffic and Transport Plan. Funding in 2020/2021 was for the design and documentation. A traffic management plan was approved by TfNSW and was reported to the Ku-ring-gai Traffic Committee for consideration. Construction was expected to take place in the second half of calendar year 2022 but has not yet commenced.</p> <p>Delays were incurred in this project due to COVID-19 impacting the time required for design and documentation tasks to be completed.</p> <p>Submitted nominations to the 2022/2023 Black Spot Program that are listed in the 10 Year Traffic and Transport Plan included:</p> <ul style="list-style-type: none"> <li>* Lady Game Drive West Pymble - road crossfall correction and resurfacing between bridge and curve 150m west of Blackbutt Creek.</li> </ul> <p>The following sites in the 10 Year Traffic and Transport Plan were assessed for eligibility in the 2022/2023 Black Spot Program, but did not meet the program's criteria:</p> <ul style="list-style-type: none"> <li>* Intersection of Archbold Road and Tryon Road (widen Eastern Arterial Road/Archbold Road to provide dedicated right turn bays and provide right turn bays on Tryon Road approaches).</li> <li>* Intersection of Junction Road and Grosvenor Road (replace roundabout with new traffic signals).</li> </ul> <p>Successful applications are typically announced in April/May but as of June 2022, there was no formal announcement of successful applications.</p> <p><b>Reason</b></p> <p>Delays were incurred due to the COVID-19 pandemic impacting the design and documentation tasks for the upgrade of the intersection of Burns Road and Ellalong Road.</p> <p><b>Remedial Action</b></p> <p>Transport for NSW agreed to carry forward the funding for this project to the next financial year. As a result, construction work can commence as soon as possible in the 2022/2023 financial year.</p>

**Issue:** T3: Regional transport network

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

### Term Achievement

Code	Description	Progress
T3.1.1	A strategic access, traffic and transport plan is being implemented for the Northern Sydney Region.  <i>Signoff Authority: Director Strategy &amp; Environment</i>	<input checked="" type="checkbox"/>
<b>Comments</b>		
<p>Completed for Delivery Program 2018 – 2022.</p> <p>Council continued to collaborate with key agencies and the Northern Sydney Regional Organisation of Councils (NSROC) on transport planning and the delivery of local transport programs which has improved transport outcomes for Ku-ring-gai.</p> <p>Public Domain Plans, which incorporate provision for key traffic and transport measures identified in the Contributions Plan, as well as improved footpaths, pedestrian crossing facilities and cycling facilities, have been adopted for Gordon and Turramurra local centres. Draft Public Domain Plans have been prepared for Lindfield, St Ives and Roseville Local centres.</p>		

### Operational Plan Tasks

Code	Description	Progress	Comments
T3.1.1.1	Monitor and report traffic impacts on the arterial and regional road network in Ku-ring-gai after commencement of operation of NorthConnex Link.  <i>Signoff Authority: Manager Traffic &amp; Transport</i>	<input checked="" type="checkbox"/> 100%	<p>Transport for NSW (TfNSW) has indicated a likely delay to the 1-year monitoring/review of the surrounding road network post-opening of the NorthConnex which is required as a condition of consent of the project approval. This was planned to take place in November 2021 but due to the COVID-19 pandemic and movement restrictions in the health orders and their impacts to travel patterns, TfNSW indicated a decision was likely be made to postpone the monitoring to the end of September 2022.</p> <p>It is also noted that data available on the Transport for NSW Traffic Volume Viewer website indicates that in 2021 and up to 31 May 2022, recorded heavy vehicle volumes on Pacific Highway at Warrawee were (on average) lower than in 2019 and 2020 (NorthConnex opened 31 October 2020).</p>
T3.1.1.2	Collaborate with regional partners to advocate for improved traffic and transport in the Northern Sydney region aligned with the Local Strategic Planning Statement (LSPS), North District Plan, and Future Transport 2056.  <i>Signoff Authority: Manager Urban Planning</i>	<input checked="" type="checkbox"/> 100%	<p>During the period, two NSROC Northern Sydney Transport Leadership Group meetings were held. Matters discussed during the meeting relevant to Ku-ring-gai included:</p> <ul style="list-style-type: none"> <li>* Department of Planning, Industry and Environment update on regulatory changes/ planning controls to facilitate installation of EV charging infrastructure in new and existing buildings, including the development of statutory controls.</li> <li>* Active transport – doubling of spend on cycleways and footpaths (TfNSW), on the back of the announcement by Minister Stokes, and the opportunity to increase the number of projects for funding, and discussion of opportunities from the Strategic Cycleway Corridors announced at the Mobility Summit in April 2022</li> <li>* Discussion of transport priorities in the region: <ul style="list-style-type: none"> <li>- Macquarie Park Place Strategy (City of Ryde): discussions continuing with TfNSW, and will soon extend to Ku-ring-gai (due to inter-LGA vehicle/ public transport/ active transport links identified in the Strategy)</li> </ul> </li> </ul>

			<p>- Pennant Hills Road (Hornsby Shire Council): meeting with TfNSW on scoping for opportunities for place making on Pennant Hills Road to realise the traffic flow reduction benefits flowing from NorthConnex (potential arterial road space reallocation).</p> <p>* There was discussion regarding the rapid bus routes identified in Future Transport 2056, in particular the Chatswood to Dee Why route, and potential impacts that the delay of the Beaches Link project may have on the progress of this.</p>
T3.1.1.3	<p>Plan for works in response to development in local centres.</p> <p><b>Signoff Authority:</b> <i>Manager Urban Planning</i></p>	<p> 100%</p>	<p>Works in the Ku-ring-gai Contributions Plan 2010 (in response to developments in local centres) have been included in the Long Term Financial Plan, along with indicative timings. These works are typically development or Council project driven and will depend on development occurring in the local centres.</p> <p>Progress on Gordon Local Centre transport works during the period included:</p> <p>* The draft Public Domain Plan for the Gordon local centre was placed on exhibition during the second quarter of 2021, which incorporates provision of key traffic and transport measures identified in the Contributions Plan, as well as improved footpaths, pedestrian crossing facilities and cycling facilities. A site inspection was held in early 2022 and the Public Domain Plan was adopted in April 2022</p> <p>* The reconstruction of Wade Lane (new/ widened footpaths and integration with the station area) was completed during the period, with the St Johns Avenue Streetscape project commencing in June.</p> <p>Progress on Lindfield Local Centre transport works during the period included:</p> <p>* The draft Public Domain Plan for the Lindfield local centre (which incorporates provision of key traffic and transport measures identified in the Contributions Plan, as well as improved footpaths, pedestrian crossing facilities and cycling facilities) was considered for adoption by Council in June 2021 but was deferred for site inspections. Due to the COVID-19 pandemic, site inspections have been delayed and the site inspection was eventually held in February 2022. The draft Lindfield Avenue and Tryon Road Streetscape Upgrade proposal was placed on public exhibition in May.</p> <p>* As part of the stage agency consultation for the Lindfield Village Hub Planning Proposal, during the period Council received in-principle concurrence from TfNSW for various intersection upgrades and modifications that were previously identified in the Contributions Plan. A report allocating responsibilities for road upgrades was adopted by Council in April.</p> <p>* For the proposed traffic signals at the intersection of Lindfield Avenue and Tryon Road, an alternative proposal by St Albans Church was tabled at the Ku-ring-gai Traffic Committee and was not supported by Transport for NSW.</p> <p>* A Request for Quotation (RFQ) for traffic signal modelling and design issued during the period, for traffic signal modelling, design and documentation of new traffic signals at the intersection of Pacific Highway and Strickland Avenue, and for modifications to the intersection of Pacific Highway and Balfour</p>

			<p>Street/ Havilah Road in Lindfield. The RFQ is expected to be awarded in July 2022.</p> <p>Progress on Turramurra Local Centre transport works during the period included:</p> <ul style="list-style-type: none"> <li>* The draft Public Domain Plan for the Turramurra local centre (which incorporates provision of key traffic and transport measures identified in the Contributions Plan, as well as improved footpaths, pedestrian crossing facilities and cycling facilities) was reported to Council in March 2022 and was adopted.</li> <li>* During the period, discussions were held with Transport for NSW to advocate for the upgrade of the Turramurra Bus Interchange in accordance with the adopted Public Domain Plan for Turramurra. Transport for NSW is in the process of developing an internal submission paper for the project.</li> </ul> <p>Progress on St Ives Local Centre transport works during the period included:</p> <ul style="list-style-type: none"> <li>* Consultation was undertaken with TfNSW to confirm the previously agreed road upgrades in St Ives that appear in the Ku-ring-gai Contributions Plan 2010. A response from TfNSW was provided, advising that it supported the majority of the previously agreed road upgrades in any future assessment of conditions in the area.</li> <li>* An information session held with TfNSW to discuss long term road planning along Mona Vale Road corridor. The TfNSW plans broadly align with Council's plans for intersection upgrades and modifications in the town centre.</li> </ul>
<b>Key Achievements</b>			
Works in the Ku-ring-gai Contributions Plan 2010 (in response to developments in local centres) have been included in the Long Term Financial Plan and are being delivered across the key centres.			

### Term Achievement

Code	Description	Progress
T3.1.2	<p>Council engages with the State Government to upgrade regional roads and reduce congestion in the local road network.</p> <p><b>Signoff Authority:</b> Director Strategy &amp; Environment</p>	
<b>Comments</b>		
<p>Completed for Delivery Program 2018 – 2022.</p> <p>Council continued to seek funding opportunities for improvements to regional roads and blackspot locations. Council was successful in receiving funding under the Australian Government Blackspot Program for various projects. Successful nominations for the Australian Government's Black Spot Program page have not yet been received.</p>		
<b>Key Achievements</b>		
Council continued to seek funding opportunities for improvements to regional roads and blackspot locations.		

### Operational Plan Tasks

Code	Description	Progress	Comments
T3.1.2.1	Pursue funding opportunities with Transport for NSW (TfNSW) for improvement works on regional roads and at blackspot locations.	 100%	The 2022/23 Australian Government Black Spot program and NSW Safer Roads Program opened for nominations during the second half of 2021, and the following projects were submitted for funding assistance:

	<p><b>Signoff Authority:</b> <i>Manager Urban Planning</i></p>	<p>* Intersection at Werona Avenue and Stanhope Road, Killara: install pedestrian crossing facilities at existing traffic signals (planning/ design/ construction) - \$442,000</p> <p>* Telegraph Road, Pymble: upgrade road surface, improve superelevation and install re-directive kerb - \$285,000</p> <p>* Warrimoo Avenue and Dalton Road, St Ives: construct single lane roundabout (including all traffic calming, line marking, lighting and signage) - \$190,000</p> <p>* Lady Game Drive, West Pymble (west of Blackbutt Creek bridge): resurfacing and correction to cross-section/ superelevation, and drainage improvements - \$535,000</p> <p>Successful nominations were expected to be notified during April/May 2022 but as of June 2022 there has been no announcement of successful projects.</p>
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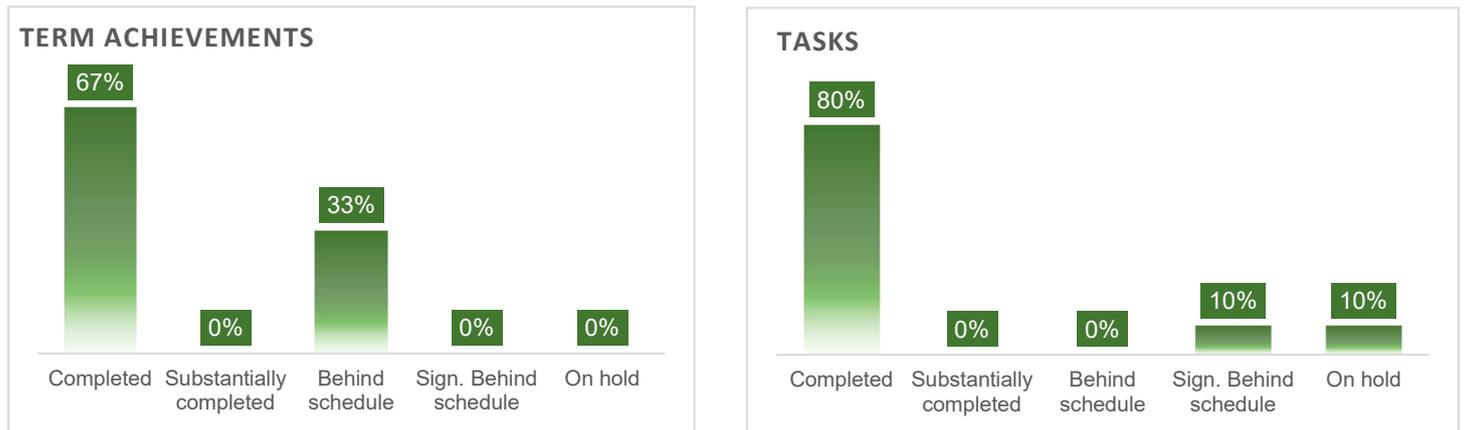


## THEME 5

### LOCAL ECONOMY AND EMPLOYMENT

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

#### Performance summary



#### PERFORMANCE INDICATOR ACHIEVEMENTS

**ACHIEVED 67%**

**NOT ACHIEVED 33%**

#### Key achievements

- Increasing events usage at Council venues including St Ives Showground as the key venue for major community and commercial events.
- Council's events and festival program supported by Destination NSW with ongoing growth in events delivery, partnerships and community engagement.
- Implementation of the 2nd Annual Ku-ring-gai Heritage Festival supported by Destination NSW with key partnerships including Sydney Living Museums, the National Trust and Heritage NSW.
- Partnering with Indigiearth for the 2nd annual Warrakirri Indigenous Dining Experience in metropolitan Sydney at Ku-ring-gai Wildflower Garden.

#### Challenges

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

## Performance indicators

Code	Description	Baseline	Yearly Target	Units	Achieved Amount	Change from 2020/21	Performance
E1.1.1.A	Number of businesses in the Ku-ring-gai Local Government Area (LGA).	In 2016/17, there were an estimated 14,004 local businesses in the Ku-ring-gai LGA. (Source: National Institute of Economic and Industry Research (NIEIR))	14,004	Businesses	14,549	Decreased	
E1.1.1.B	Number of small business discussion sessions delivered and/or facilitated by Council.	In 2016/17, Council delivered and/or facilitated 7 sessions. (Source: Council)	7	Sessions	10	Decreased	
E1.1.1.C	Number of local jobs in Ku-ring-gai Local Government Area (LGA).	In 2016/17, there were an estimated 37,542 local jobs in the Ku-ring-gai LGA. (Source: National Institute of Economic and Industry Research (NIEIR))	37,542	Local jobs	37,708	Increased	
E2.1.1.A	Number of participants involved in business engagement forums, workshops and initiatives facilitated by Council.	In 2016/17, there were 500 participants involved in business engagement forums, workshops and initiatives facilitated by Council. (Source: Council)	500	Participants	415	Decreased	
<b>Comment:</b> COVID-19 public health restrictions had an impact on attendance.							
E3.1.1.A	Percentage participant satisfaction with business forums facilitated by Council.	In 2016/17, over 80% of participants indicated satisfaction with business forums facilitated by Council. (Source: Council)	80	%	78	Decreased	
<b>Comment:</b> The COVID-19 public health restrictions and the necessary change in format of events resulted in an amended methodology to measure event satisfaction. The results in 2020/21 are sourced from Council's annual Business survey rather than from individual events.							
E3.1.1.B	Number of visitors to the Ku-ring-gai Wildflower Garden.	In 2016/17, there were 54,880 visitors to the Ku-ring-gai Wildflower Garden. (Source: Council)	54,880	Visitors	72,293	Increased	
<b>Comment:</b> There was strong growth in program attendance during the period increasing overall visitation.							

Key:  Achieved  Not achieved

## Full progress report

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

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

### Term Achievement

Code	Description	Progress
E1.1.1	Ku-ring-gai's opportunities and assets are promoted and strengthened to attract business and employment to the area.  <i>Signoff Authority: Director Community</i>	
<b>Comments</b>		
<p>This Term Achievement was behind schedule for Delivery Program 2018 – 2022.</p> <p>Council continues to work towards attracting business to the area and has joined the national Go Local First campaign - successfully signing up more local businesses than any other local government area in NSW. Nearly 100 businesses are participating, and Council is collaborating with the Council of Small Business Organisation Australia to promote local participants. In late 2021, Council sponsored the Hornsby Ku-ring-gai Local Business Awards that recognise local Ku-ring-gai businesses, commenced the annual business survey, and launched the Destination Connections E-newsletter to assist local tourism related businesses. Council continued to deliver a successful business engagement events program during the period</p> <p><b>Reason</b></p> <p>The Retail and Commercial Centres Strategy could not be finalised following Council's resolution of the 16 November 2021 in relation to the Ku-ring-gai Housing Strategy and has been placed on hold. Awaiting further resolution from Council or directions from the NSW State Government.</p> <p><b>Remedial Action</b></p> <p>Finalisation of the Retail and Commercial Centres Strategy is dependent on further resolution from Council or directions from the NSW State Government.</p>		

### Operational Plan Tasks

Code	Description	Progress	Comments
E1.1.1.1	Continue to provide opportunities for local businesses to be involved in the planning for delivery of centre upgrades including matters outlined in the public domain plans.  <i>Signoff Authority: Manager Corporate Communications</i>	 100%	<p>Council promotes engagement and feedback opportunities from the business community via the monthly business e-news (over 1600 subscribers) and other e-bulletins as well as via letterbox drops, business visits and social media. We also engage with business where appropriate through our other community engagement channels.</p> <p>During the period Council staff met with businesses regarding streetscape upgrades in Roseville and Lindfield local centres and have adjusted project plans based on their feedback.</p>
E1.1.1.2	Undertake the Employment Lands Study and Strategy as part of the implementation of the Local Strategic Planning Statement (LSPS).  <i>Signoff Authority: Manager Urban Planning</i>	 50%	<p>This task could not proceed due to exhibition of the NSW Department of Planning and Environment's Employment Zones Reform.</p> <p>Council staff liaised with the Department regarding translation of existing Ku-ring-gai centres zonings into the Department's proposed new employment zones framework to inform the public exhibition. The Department's public exhibition commenced 31 May 2022 and runs until 12 July 2022. Council is preparing a submission to the Department.</p> <p><b>Reason</b></p> <p>The progression of this task was dependent upon the DPE placing the employment zones reform implementation plan on public exhibition. This was delayed for a number of months.</p> <p><b>Remedial Action</b></p>

			Now that the employment zones reform implementation plan is on public exhibition, Council is preparing a submission to the public exhibition before the closing date on 12 July 2022.
E1.1.1.3	<p>Continue to engage and collaborate with the local business community on economic development priorities, actions and relevant issues.</p> <p><b>Signoff Authority:</b> <i>Manager Corporate Communications</i></p>	 100%	<p>Council has undertaken its annual business survey which informs a variety of plans including IP and R documents (Community Strategic Plan, Delivery Program and Operational Plan and Resourcing Strategy) as well as business event and engagement planning.</p> <p>Council continued to use business community feedback when working with external agencies (including RDA Sydney, Service NSW) on projects that will support policy settings and regional initiatives.</p>
E1.1.1.4	<p>Continue Council's comprehensive business engagement events program offering a range of in person and online events.</p> <p><b>Signoff Authority:</b> <i>Manager Corporate Communications</i></p>	 100%	<p>As part of NSW Small Business Month Council partnered with Hornsby Chamber of Commerce and Hornsby Council to run a digital marketing event. Approximately 160 northern Sydney businesses attended to hear about the latest digital marketing trends and techniques to apply to their business. Three local businesses were profiled and \$3000 was raised for the Hornsby Ku-ring-gai Women's Shelter.</p> <p>A business accelerator program designed to assist businesses with a wide range of business issues including planning, time management, marketing and finance has been rolled out. The three-month program supports 15 local businesses to improve their performance.</p>
E1.1.1.5	<p>Finalise the Retail and Commercial Centres Strategy for Ku-ring-gai.</p> <p><b>Signoff Authority:</b> <i>Manager Urban Planning</i></p>		<p>The Ku-ring-gai Retail and Commercial Centres Strategy was prepared for Council by consultancy AEC. The draft strategy was placed on public exhibition September-October 2020. The Strategy was reported to Council 8 December 2020 but not formally adopted by Council due to inconsistency with Council resolution on Housing Strategy. Council has discussed the Housing Strategy and Department's Letter of Approval in 2022. A report was presented to OMC February 2022 to advise Council of the recently made Environmental Planning and Assessment (Statement of Expectations) Order 2021. Council resolved at the February 2022 OMC to write to the local State members of Parliament reinforcing the effects that the current statement of expectations has on Council operations.</p> <p><b>Reason</b></p> <p>The task could not be progressed further following Council's resolution of the 16 November 2021 in relation to the Ku-ring-gai Housing Strategy and has been placed on hold. Awaiting further resolution from Council or directions from the NSW State Government,</p> <p><b>Remedial Action</b></p> <p>Await further resolution from Council or directives from the NSW State Government before any further action can be taken.</p>

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

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

### Term Achievement

Code	Description	Progress
E2.1.1	Ku-ring-gai's business community, government agencies and regional partners are working in an effective and integrated way to strengthen and develop Ku-ring-gai's local economic base.  <i>Signoff Authority: Director Community</i>	<input checked="" type="checkbox"/>
<b>Comments</b>		
<p>Completed for Delivery Program 2018 – 2022.</p> <p>Council continued to work with stakeholders during the reporting period. This included developing a research project with Willoughby Council to investigate the local health and aged care sector. The project has been expanded to include City of Ryde and North Sydney Councils. The study will assist councils to better plan support for the biggest employment sector in Ku-ring-gai - the health and aged care sector. Council regularly collaborates with other councils and agencies on a range of economic development initiatives including events and communications projects.</p>		

### Operational Plan Tasks

Code	Description	Progress	Comments
E2.1.1.1	Collaborate with other local councils, NSW State Government and other stakeholders to identify and implement initiatives to support local businesses.  <i>Signoff Authority: Manager Corporate Communications</i>	<input checked="" type="checkbox"/> 100%	<p>During the period Council worked with the federal Local Jobs Program, Regional Development Australia (Sydney) and other councils to explore opportunities and challenges in the aged care sector which is one of Ku-ring-gai large employers.</p> <p>The program aims to bring together aged care providers and federal and state bodies to discuss staffing/employment issues and solutions.</p>
E2.1.1.2	Work with Service NSW to promote Service NSW for Business and improve access to local Service NSW Business Concierge Services.  <i>Signoff Authority: Manager Corporate Communications</i>	<input checked="" type="checkbox"/> 100%	<p>Council staff liaised with Service NSW on a regular basis with regard to Council business engagement projects, and promotions via the Business Connections E-news.</p> <p>Arrangements were made for Council to host a Service NSW Business Concierge at Council Chambers, Gordon for half a day per month from July 2022 so that local business have access to face-to-face support.</p>

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

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

### Term Achievement

Code	Description	Progress
E3.1.1	Tourism business has been strengthened and expanded.  <i>Signoff Authority: Director Community</i>	<input checked="" type="checkbox"/>
<b>Comments</b>		
<p>Completed for Delivery Program 2018 – 2022.</p> <p>Support was provided to destination partners emerging from the summer 2021/22 Covid-19 restrictions.</p> <p>Engagement with destination partners was expanded through the Heritage Festival, Gai-Marigal Festival, and the curation of the new Arts &amp; Cultural Festival.</p> <p>Council's events &amp; festival program and ongoing growth in events delivery, partnerships and community engagement is supported by Destination NSW.</p>		

The use of St Ives Showground as a key venue for major community and commercial events increased.

## Operational Plan Tasks

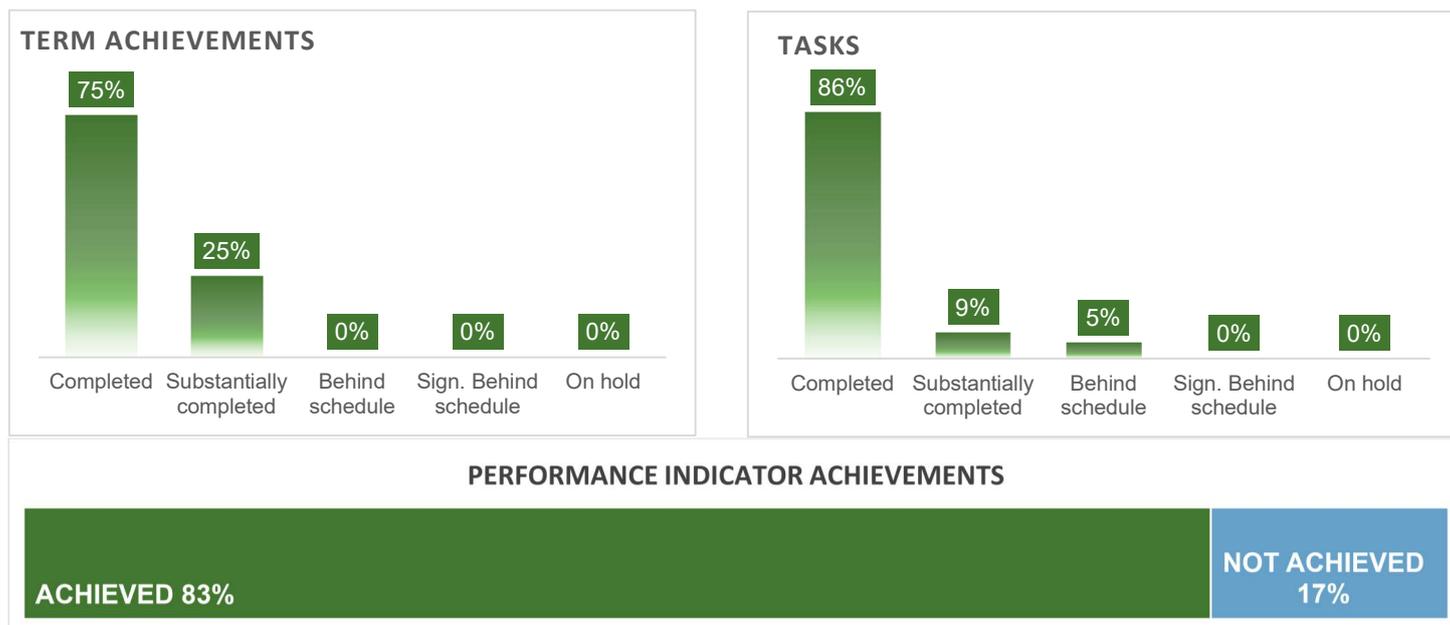
Code	Description	Progress	Comments
E3.1.1.1	<p>Implement an annual program of destination festivals and events, including key tourism partners in events programs.</p> <p><b>Signoff Authority:</b> <i>Manager Visitor Experience &amp; Events</i></p>	<p> 100%</p>	<p>Achievements during the reporting period included the following:</p> <ul style="list-style-type: none"> <li>*Outstanding community engagement with the regional ANZAC Day Commemoration Services.</li> <li>*Citizenship ceremonies are now being delivered with no Covid-19 restrictions for the first time in over 2 years.</li> <li>*The Ku-ring-gai Heritage Festival was expanded and delivered by internal and external regional heritage partners.</li> <li>*Planning for the Gai-Marigal Festival included an expanded program.</li> </ul> <p>The Sesame Street Circus was rescheduled due to bad weather and will now be held 27 June - 17 July.</p>
<b>Key Achievements</b>			
<p>* Regional success of the Ku-ring-gai 2nd annual destination Heritage Festival.</p> <p>* Partnering with Indigiearth for the 2nd annual Warrakirri Indigenous Dining Experience in metropolitan Sydney at Ku-ring-gai Wildflower Garden.</p>			
E3.1.1.2	<p>Promote local tourism activities to the whole community via Council's communication methods e.g. social media and website.</p> <p><b>Signoff Authority:</b> <i>Manager Corporate Communications</i></p>	<p> 100%</p>	<p>Local tourism activities promoted by Communications included the weekly fresh produce market at the Showground; walking trails and activities at the Wildflower Garden; the Lindfield Village Green; public golf courses; events of interest to a Sydney audience at the library. Promotions were delivered through videos; digital advertising; social media; newspaper advertising; e-news. Advertising will also be included in the 2022-2023 Hornsby Ku-ring-gai Visitors Guide, to be published in July 2022.</p>
E3.1.1.3	<p>Activate key destination events, support Destination NSW strategies and co-ordinate the Ku-ring-gai destination management network.</p> <p><b>Signoff Authority:</b> <i>Director Community</i></p>	<p> 100%</p>	<p>During the reporting period the destination events program and destination partnerships expanded across all sectors supported by Destination NSW.</p> <p>The 2nd annual regional Ku-ring-gai Heritage Festival was successfully delivered with an expanded program and event partners with the majority of events booked to capacity.</p> <p>Curation and delivery commenced for the Gai-Mariagal Festival in partnership with the Gai-Mariagal Group and Aboriginal Heritage Office.</p> <p>Ongoing engagement took place with the Ku-ring-gai Destination Network as business and events with the transition out of the Covid-19 restrictions.</p>
<b>Key Achievements</b>			
<p>Implementation of the 2nd Annual Ku-ring-gai Heritage Festival was supported by Destination NSW with key partnerships including Sydney Living Museums, the National Trust and Heritage NSW.</p>			



## THEME 6 LEADERSHIP AND GOVERNANCE

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

### Performance summary



### Key achievements

- Adoption of a revised 10 year Community Strategic Plan, Resourcing Strategy, Delivery Program and Operational Plan.
- Extensive community engagement undertaken as part of the preparation of the Community Strategic Plan and supporting plans
- Engagement and consultation completed for a number of projects under the Activate Ku-ring-gai program
- Successful application to IPART to levy a rates increase of 2.5% in line with previous years
- Changes to the Code of Meeting Practice to support more accessible, flexible and interactive public forums, and allowing each Councillor to ask questions of a speaker at a forum.
- New arrangements for public forums to be held by audio-visual link and/or physically in the Council Chamber
- Induction training and information workshops were delivered to all Councillors in January – February 2022.
- Acquisition of a key property at Pymble for the establishment of a new local park in the area.
- \$5m generated from the sale of portion of Balfour Lane which will fund key road and road safety programs.
- Introduction of organic waste collection at Council's depot.
- Council's emissions for 2021-2022 are 42% lower than the 2000 baseline.
- Introduced a new Council booking system for events and facilities to improve the booking experience for the end user.
- Successfully launched a more user friendly, accessible and up to date Council intranet for staff.
- Ongoing revenue opportunities expanded for Council through two café licences at Lindfield Village Green and St Ives Showground, and a new lease for building signage at 828 Pacific Highway, Gordon.

## Challenges

- Impacts on participation in and the delivery of many of Council's face to face training programs due to COVID public health orders and absenteeism.

## Performance indicators

Financial indicators are subject to completion of the end of financial year review and external audit review and will be reported to Council as part of the Draft Financial Statements for 2021/22).

Code	Description	Baseline	Yearly Target	Units	Achieved Amount	Change from 2020/21	Performance
L1.1.1.A	Percentage of Operational Plan tasks completed.	In 2016/17, 89% Operational Plan tasks were completed. (Source: Council records)	89	%	90	Decreased	
L1.1.2.A	Percentage of policies reviewed within 12 months of their due date.	New measure: 70% of policies to be reviewed within 12 months of their due date.	70	%	64	Increased	
<b>Comment:</b> There have been some delays in updating policies due to the delayed Council elections. Governance and Corporate Strategy are leading a policy review to bring all policies up to date.							
L1.1.3.A	Number of active partnerships/collaborations Council has with external stakeholders.	In 2018/19, Council had 40 active partnerships and collaborations with external stakeholders. (Source: Council)	40	Partnerships/collaborations	40	Stable	
L2.1.1.A	Occupancy rate of Council property portfolio.	In 2016/17, the occupancy rate for Council's property portfolio was 100%. (Source: Council records)	100	%	100	Stable	
L2.1.1.B	Debt Service Ratio (Council's ability to service debt).	In 2016/17, the debt service ratio was less than 4%. (Source: Council's Financial Statements)	4	%	0.7	Stable	

Code	Description	Baseline	Yearly Target	Units	Achieved Amount	Change from 2020/21	Performance
L2.1.1.C	Working Capital.	In 2016/17, working capital was greater than \$4 million. (Source: Council's Financial Statements)	4	\$ million	4.8	4.8	
<b>Comment:</b> Working capital is subject to completion of the end of financial year review and external audit review and may change. It will be reported to Council as part of the Draft Financial Statements for 2021/22.							
L2.1.1.D	Unrestricted Current Ratio (liquidity).	In 2016/17, Council's unrestricted current ratio target was 2.0. (Source: Council's Financial Statements)	2	Ratio	2.12x	Stable	
L2.1.2.A	Rates and Annual Charges Coverage Percentage (dependence on rates income).	In 2016/17, the Rates and Annual Charges Coverage Percentage was less than 60%. (Source: Council's Financial Statements)	60	%	60	Stable	
L2.1.2.B	Rates Outstanding Percentage (impact of uncollected rates on Council's liquidity).	In 2016/17, the Rates Outstanding Percentage was less than 4%. (Source: Council's Financial Statements)	4	%	4.3	Increased	
<b>Comment:</b> The rates outstanding percentage is subject to completion of the end of financial year review and external audit review and may change. It will be reported to Council as part of the Draft Financial Statements for 2021/22.							
L2.1.2.C	Percentage of invoices paid to small businesses within 30 days from invoice date.	In 2016/17, 93% of invoices were paid to small businesses within 30 days from invoice date. (Source: Council records)	93	%	94	Stable	
L2.1.3.A	Building and Infrastructure Renewals Funding Ratio.	In 2016/17, the Building and Infrastructure Renewals Ratio was 74%. (Source: Council's Financial Statements)	74	%	107	Decreased	

Code	Description	Baseline	Yearly Target	Units	Achieved Amount	Change from 2020/21	Performance
L3.1.1.A	Percentage of Risk Management Reports presented to quarterly Audit Committee meetings consistent with Council's Enterprise Risk Management Framework.	In 2016/17, 100% of reports were presented to the Audit Committee. (Source: Council records)	100	%	100	Stable	
L3.1.2.A	Council's Business Papers are accessible via Council's website in a timely manner.	In 2016/17, 100% of business papers were accessible via Council's website within a timely manner. (Source: Council)	100	%	100	Stable	
L3.1.2.B	Percentage of requests for information applications completed within statutory timeframes.	In 2016/17, 100% of requests for information applications were completed within statutory timeframes. (Source: Council)	100	%	100	Stable	
L3.1.2.C	Percentage of Council's (public) policies accessible via Council's website.	In 2016/17, 98% of Council's policies were accessible via the website. (Source: Council)	98	%	100	Stable	
L3.1.4.A	Percentage turnover rate for permanent employees.	In 2016/17, there was an 11% turnover rate for permanent employees. (Source: Council)	11	%	15.6	Increased	

**Comment:** In 2021/22, 1.7% of turnover was due to restructure redundancies.

L3.1.4.B	Percentage change in Lost Time Injuries per year.	In 2016/17, there was a 22% reduction in lost time injuries. (Source: Council)	22	%	Average of total hours lost due to injury 79 hours per claim (2021/22) 39 (2020/21) 12 (2019/20) 51 (2018/19)	Increased	
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**Comment:** As reported in the June Biannual 2021 (page 99), measurement for lost time injuries changed significantly to reflect the introduction of new injury management strategies with enhanced outcomes. This indicator is now reported using the average of total hours lost due to injury with lost time data directly extracted from Council's workers compensation insurer's system. One claim in 2021/22 has accounted for 1,219 lost hours and increased the average lost time hours significantly. Without the claim, the average

lost time would be 30 hours per claim and in-line with the previous reporting period. Council is currently reviewing return to work strategies to manage the risk both across the business and in selected departments of Council.							
<b>L3.1.4.C</b>	Percentage of staff participation in learning and development activities.	In 2016/17, 50% of staff completed accredited training courses or attended approved learning and development sessions. (Source: Council)	50	%	85	Increased	
<b>Comment:</b> A new organisation wide program in Cyber security awareness was delivered via Zoom.							
<b>L3.1.4.D</b>	Computer network availability.	In 2016/17, Council's computer network was available 98% of the time to internal and external customers. (Source: Council)	98	%	98	Stable	
<b>L3.1.4.E</b>	Customer service enquiries responded to within agreed service delivery standard.	In 2016/17, 85% of customer service enquiries were responded to within agreed service delivery standards. (Source: Council)	85	%	87.4	Increased	
<b>L3.1.4.F</b>	Customer requests actioned within agreed service delivery standard.	In 2016/17, 85% of customer service enquiries were actioned within agreed service delivery standards. (Source: Council)	85	%	86	Stable	
<b>L4.1.1.A</b>	Number of participants in community engagement activities facilitated by Council.	In 2018/19, there were 5,500 participants in community engagement activities facilitated by Council. (Source: Council)	5,500	Participants	6,500	Increased	
<b>L4.1.1.B</b>	Number of people following the Ku-ring-gai Council Facebook page and Twitter account.	In 2016/17, there were 7,292 people following Council's Facebook page and 2,721	7,292	People	18,002	Increased	

		following the Twitter account. (Source: Council)					
<b>L4.1.1.C</b>	Number of people subscribed to Council newsletters.	In 2018/19, there were 47,678 people subscribed to Council newsletters. (Source: Council)	47,678	People	59,331	Increased	

Key:  Achieved  Not achieved

## Full progress report

**Issue:** L1: Leadership

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

### Term Achievement

Code	Description	Progress
L1.1.1	The priorities of our community are reflected in the Ku-ring-gai Community Strategic Plan and inform Council's policy development, decision-making and program delivery.  <i>Signoff Authority: General Manager</i>	<input checked="" type="checkbox"/>
<b>Comments</b>		
<p>Completed for Delivery Program 2018 – 2022.</p> <p>As required under the Local Government Act, an End of Term Report and State of the Environment Report were presented to Council and published in 2021-2022. These reports outlined Council's progress in implementing the Community Strategic Plan (CSP) and achieving long term environmental objectives over the previous four years. Council undertook a review of the Ku-ring-gai CSP, informed by these reports, community research, a strategic review and consultation with the community in line with its Community Engagement Strategy. Thirty-six (36) submissions were received from local sporting and community groups and members of the community. Council staff and Councillors worked together to develop a Resourcing Strategy, Delivery Program and Operational Plan to outline how Council will resource and deliver the CSP, deliver major projects, meet community expectations for services, and address emerging financial challenges and risks while maintaining Council's sound financial position. Community feedback during public exhibition informed a number of amendments to the plans that were adopted by Council in June 2022. Council will continue to report back to the community on progress through regular six-monthly reviews.</p>		

### Operational Plan Tasks

Code	Description	Progress	Comments
L1.1.1.1	Complete an End of Term Report on Council's progress implementing the Community Strategic Plan 2038.  <i>Signoff Authority: Manager Governance &amp; Corporate Strategy</i>	<input checked="" type="checkbox"/> 100%	Completed previous reporting period.
L1.1.1.2	Prepare, exhibit and adopt a revised Community Strategic Plan for Ku-ring-gai in response to identified community and strategic priorities, challenges and opportunities.  <i>Signoff Authority: Manager Governance &amp; Corporate Strategy</i>	<input checked="" type="checkbox"/> 100%	Council revised its Community Strategic Plan, informed by the End of Term report prepared by the outgoing council, an assessment of the issues and trends affecting the local area, a review of state and regional policy and strategy, and engagement with the community to identify key issues, challenges and opportunities impacting on the area over the long term and how they might be addressed. Community engagement included online surveys, web information, media releases, newspaper articles, social media, e-news and facilitated workshops. Council prepared a revised draft CSP to ensure that its long-term objectives reflected contemporary community thinking, needs and expectations and accounted for new challenges and trends. The draft was publicly exhibited in May 2022, and Council received 36 submissions. Council considered amendments to the CSP based on community feedback prior to adopting the plan in June.
L1.1.1.3	Implement a Community Engagement Strategy for engagement with the community on the Community Strategic Plan.  <i>Signoff Authority:</i>	<input checked="" type="checkbox"/> 100%	Community consultation and engagement was impacted by COVID-19 restrictions and the delayed Council elections. Nonetheless, a comprehensive community engagement strategy and program was delivered. This included an online survey of residents, online business survey, engagement with youth groups and CALD groups, two community forums and an online webinar. The community feedback informed

	<i>Manager Governance &amp; Corporate Strategy</i>		changes to the community vision and long-term objectives in the CSP, as well as the priorities in the Delivery Program and Operational Plan. Further consultation was undertaken in support of the public exhibition of the plans in May 2022. This was promoted on the Council website, and via flyers in Council locations, media releases, social media posts, e-news and newspaper advertisements. Council received 1,077 page views on the engagement portal and 608 document downloads. 36 submissions were received in response to the exhibition of the plans. Changes to the plans in response to community feedback was considered by Council in June.
L1.1.1.4	Adopt a Resourcing Strategy, Delivery Program and Operational Plan to support the Community Strategic Plan.  <b>Signoff Authority:</b> <i>Manager Governance &amp; Corporate Strategy</i>	 100%	Councillors, GMD and managers were engaged in the development of a draft Resourcing Strategy to inform the draft Delivery Program and Operational Plan (DP&OP). The draft Long Term Financial Plan included commitments to apply to IPART for an Additional Special Rate variation, asset sales to fund new capital works and infrastructure renewal, loans to fund Marian Street Theatre and St Ives Indoor Sports Centre and allocation of additional funding to new footpaths (following Council resolution). The DP&OP outlines the priority programs, projects and initiatives that Council will progress in support of the CSP, and how performance/ success will be measured. Council resolved to adopt the Asset Management Strategy and Workforce Management Strategy and endorse the other plans for public exhibition in April. Further consultation commenced with the public exhibition of the plans in May 2022. Council considered amendments to the plans based on community feedback before adopting the plans in June.
L1.1.1.5	Complete all statutory reporting for the Integrated Planning and Reporting Framework and communicate outcomes to stakeholders.  <b>Signoff Authority:</b> <i>Manager Governance &amp; Corporate Strategy</i>	 100%	The publication of the 2020/21 Annual Report was impacted by the delayed Council elections but was delivered within OLG timeframes. The six-month progress review of the Revised Delivery Program 2018-2022 and Operational Plan 2021-2022 for July to December 2021 was reported to and noted by Council at the March OMC and published to the Council website. The report showed that 94.5% of tasks and 98% of term achievements were rated as completed or on track (green traffic light). The review for January - June 2022 has commenced and will be considered by Council and published in August.

### Term Achievement

Code	Description	Progress
L1.1.2	Council leads the community by advocating, influencing and participating in policy development to the benefit of the local area.  <b>Signoff Authority:</b> <i>General Manager</i>	
<b>Comments</b>		
Completed for Delivery Program 2018 – 2022. Councillors and Council officers continued to participate in, advocate for and respond to policy development and legislative change affecting Ku-ring-gai through Council resolution, state and regional representative groups and committees. Examples included Council's submissions to the NSW Government on changes to the risk management and internal audit framework for local councils, Infrastructure Contributions Reforms, and IPART's review of Domestic Management Charges.		

### Operational Plan Tasks

Code	Description	Progress	Comments
L1.1.2.1	Proactively participate in and respond to Government policy development and reforms affecting Ku-ring-gai at state and regional levels aligned with the adopted Community Strategic Plan.  <b>Signoff Authority:</b> <i>Manager Governance &amp; Corporate Strategy</i>	 100%	Councillors and Council officers continued to participate in, advocate for and respond to policy development and legislative change affecting Ku-ring-gai through Council resolution, state and regional representative groups and committees. Examples included Council's submissions to the NSW Government on changes to the risk management and internal audit framework for local councils, Infrastructure Contributions Reforms, and IPART's review of Domestic Management Charges.

### Term Achievement

Code	Description	Progress
L1.1.3	Partnerships are established with government agencies, regional and local organisations and community groups and are working to achieve Ku-ring-gai's community outcomes.  <b>Signoff Authority:</b> <i>General Manager</i>	
<b>Comments</b>		
Completed for Delivery Program 2018 – 2022. Collaborations and partnerships continued to be supported with other agencies, organisations and community groups. Engagement and collaboration opportunities are identified in Council's Community Strategic Plan. Examples include Council's partnership with Service NSW to promote access to NSW Government information and services to assist local businesses and support the local economy, and its agreement with the NSW Department of Education to deliver the St Ives Indoor Sports Centre.		

### Operational Plan Tasks

Code	Description	Progress	Comments
L1.1.3.1	Pursue opportunities and support collaborations and partnership arrangements with other agencies, organisations and community groups that provide tangible benefits to the local area.  <b>Signoff Authority:</b> <i>Manager Governance &amp; Corporate Strategy</i>	 100%	Collaborations and partnerships continued to be supported with other agencies, organisations and community groups. Engagement and collaboration opportunities are identified in Council's Community Strategic Plan. Examples include Council's partnership with Service NSW to promote access to NSW Government information and services to assist local businesses and support the local economy, and its agreement with the NSW Department of Education to deliver the St Ives Indoor Sports Centre.

**Issue:** L2: Financial capacity and sustainability

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

### Term Achievement

Code	Description	Progress
L2.1.1	Council maintains and improves its long term financial position and performance.  <b>Signoff Authority:</b> <i>Director Corporate</i>	
<b>Comments</b>		
Completed for Delivery Program 2018 – 2022. The preparation of Council's Annual Budget 2022/23 and the 10-year Long Term Financial Plan (LTFP) commenced in November 2021. Budget assumptions, forecasts and key targets were reviewed as part of the budgeting process. Council's funding strategy has been reviewed and while Council is in a satisfactory financial position, it faces several financial challenges and risks. These have been identified in Council's Long Term Financial Plan.		

The financial performance for the current financial year has been regularly reviewed and reported to Council as part of quarterly budget reviews (QBR). The financial performance for the end of March 2022 as reported to Council indicates that Council will finish the year with a satisfactory operating result and within allocated forecast budget.

### Operational Plan Tasks

Code	Description	Progress	Comments
L2.1.1.1	<p>Review the Long Term Financial Plan based on 10-year forecasts as part of the Resourcing Strategy.</p> <p><b>Signoff Authority:</b> Manager Finance</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Council's review of the Long Term Financial Plan (LTFP) for the period 2022-23 to 2031-32 has been completed. The Draft Resourcing Strategy was adopted in June 2022 as part of the Integrated Planning &amp; Reporting suite of documents.</p>
L2.1.1.2	<p>Achieve financial sustainability targets identified in the Long Term Financial Plan.</p> <p><b>Signoff Authority:</b> Manager Finance</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Completed previous reporting period.</p>
L2.1.1.3	<p>Ensure Council maintains its financial position by meeting overall budget performance objectives.</p> <p><b>Signoff Authority:</b> Manager Finance</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>The financial performance for the 2021/22 financial year has been regularly reviewed and is monitored throughout the year. The budget was adjusted for the estimated financial impact of the COVID-19 pandemic and funded by savings at the September quarterly budget review. The June quarterly budget review will be undertaken in the second half of June. It is expected that Council will finish the year with a satisfactory operating result and within allocated budgets. Council's final end of year results are subject to external audit in the first half of August. A detailed report to Council on the Financial Statements and performance against budget is scheduled for September.</p>
L2.1.1.4	<p>Progress Council approved property acquisitions and divestments.</p> <p><b>Signoff Authority:</b> Manager Property</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Key actions during the period included:</p> <p>Acquisitions for Open Space purposes *Council staff have progressed negotiations with several property owners regarding the acquisition of key sites in and around the Pymble and Roseville town centres.</p> <p>Divestments *Council staff completed the sale of part Balfour Lane Lindfield to Coles for \$5m. *Council has contracted a local agent to market the sale by auction of 97 Babbage Road Roseville Chase. *Council staff have progressed the Development Application (DA) for subdivision of part 56-58 Koola Ave East Killara through the completion of several expert reports which will be required for DA lodgement. The final Aboriginal heritage and cultural assessment expert report will soon be completed allowing for the DA for subdivision to be lodged. *Rezoning and reclassification of 47 Warrane Road Roseville Chase has been included in KLEP 2015 and a RFT to be called to facilitate marketing and divestment by expert agent.</p>
<b>Key Achievements</b>			
* Acquisition of a key property at Pymble which provides the initial step for the establishment of a new local park in the area.			

\* \$5m generated from the sale of portion of Balfour Lane for redevelopment of Coles Supermarket at Lindfield which will fund key road and road safety programs.

L2.1.1.5	<p>Optimise financial returns from Council's existing property portfolio, given the prevailing market conditions.</p> <p><b>Signoff Authority:</b> <i>Manager Property</i></p>	<p> 100%</p>	<p>Key actions during the period included:</p> <p>*The HART sublease was renewed on a revised market rent.</p> <p>*A Heads of Agreement was entered into with the Northern Area Local Health Service to re-negotiate the existing expired licence (which contains a subsidy) on proper market rates. The new licence with a market-based fee is to commence 1 July 2022.</p> <p>*A revised market licence fee for the CARES facility has been submitted to the Police Department's property agent for acceptance. A new licence has been prepared but execution is awaiting confirmation from Police on the new licence fee to apply.</p>
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### Term Achievement

Code	Description	Progress
L2.1.2	<p>Council's income and expenditure meets the needs of the community.</p> <p><b>Signoff Authority:</b> <i>Director Corporate</i></p>	<p></p>
<b>Comments</b>		
<p>Completed for Delivery Program 2018 – 2022.</p> <p>Council's financial performance is monitored regularly and reported to Council on a quarterly basis. The financial performance for the end of March 2022 as reported to Council indicates that Council's projected financial position at 30 June 2022 will be satisfactory, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure. Due to the changing environment related to increases in costs and continuing impact from the COVID-19 pandemic, financial impacts in some affected areas are uncertain and are likely to vary from the estimates provided, and further impacts will be assessed and reported to Council as part of the end of financial year reporting.</p>		

### Operational Plan Tasks

Code	Description	Progress	Comments
L2.1.2.1	<p>Monitor expenditure to ensure it is in accordance with agreed priorities of the community.</p> <p><b>Signoff Authority:</b> <i>Manager Finance</i></p>	<p> 100%</p>	<p>Actual income and expenditure continue to be monitored against budget on a monthly basis. Material variations and abnormal trends were raised with the relevant departments. Monthly financial reports comparing actuals to budget were provided to management for review and for information. Further discussions on budget performance were held with each department on a quarterly basis. Adjustment to expenditure is reflected in quarterly budget reviews to Council.</p>
L2.1.2.2	<p>Continue to analyse and implement new business opportunities for sustainable increases to Council's income.</p> <p><b>Signoff Authority:</b> <i>Manager Property</i></p>	<p> 100%</p>	<p>The café/restaurant at Lindfield Village Green opened in June 2022, following an open market tender process and planning approval for its fit-out and use. The café at St Ives Showground is progressing with the licensee advancing its planning approval requirements.</p> <p>Council has agreed terms for new building signage at 828 Pacific Highway, Gordon, following an EOI process. The new agreement is subject to planning approval and is scheduled to commence on 1 July 2022.</p> <p>A Request for Tender (RFT) will be released to the public in June 2022 to gauge commercial interest in the lease and operation of the former St Ives</p>

			Occasional Child Care. Tenders received will be assessed in the next reporting period. Preparatory work commenced for the proposed new bus shelter contract. Council's solicitors have prepared the new contract to reflect the commercial terms to be included in the RFT.
<b>Key Achievements</b>			
The provision of the two new cafes as well as building signage at 828 Pacific Highway Gordon under licence agreements will provide an ongoing revenue source for Council as well as the provision of much needed visitor and tourism opportunities for the local community and visitors.			

### Term Achievement

Code	Description	Progress
L2.1.3	Council maintains its commitment to infrastructure asset management priorities.  <i>Signoff Authority: Director Corporate</i>	
<b>Comments</b>		
Completed for Delivery Program 2018 – 2022. Council continues to maintain its commitment to infrastructure and management priorities. Asset management has been continuing with planning and on the ground works progressing on or near schedule.		

### Operational Plan Tasks

Code	Description	Progress	Comments
L2.1.3.1	Identify available funding sources in the Long Term Financial Plan and allocate to priority projects and assets.  <i>Signoff Authority: Manager Finance</i>	 100%	Available funding sources have been identified as part of the Long Term Financial Plan (LTFP) review where funding has been allocated to priority projects and assets. The LTFP was finalised as part of the revised Resourcing Strategy and draft Delivery Program 2022-2026 and Operational Plan 2022-2023 which were adopted by Council in June 2022. While Council is in a satisfactory financial position, it still faces potential challenges and risks which have been highlighted in the current Long Term Financial Plan.
L2.1.3.2	Review the Asset Management Strategy as part of Council's adopted Resourcing Strategy.  <i>Signoff Authority: Manager Technical Services</i>	 100%	The Asset Management Strategy has been reviewed.
L2.1.3.3	Achieve asset management targets identified in the Resourcing Strategy.  <i>Signoff Authority: Manager Technical Services</i>	 100%	The Asset Management Strategy's targets have been met.

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

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

### Term Achievement

Code	Description	Progress
L3.1.1	Integrated risk management, compliance and internal control systems are in place to identify, assess, monitor and manage risks throughout the organisation.  <i>Signoff Authority: Director Corporate</i>	

**Comments**

Substantial completion for Delivery Program 2018 – 2022.

Council continued to manage and monitor risk across the organisation with the support of its dedicated risk management services. This included:

- \* Managing and coordinating a compliant and effective Enterprise Risk Management system through a broad range of initiatives.
- \* Managing and supporting the effective operation of Council's Internal Audit function. Due to a number of resourcing challenges, the audit plan was behind schedule at the end of the financial year. An action plan has been developed to address the delays.
- \* Coordinating and facilitating the effective management of Council's Insurance portfolio.
- \* Managing and coordinating a compliant and effective Workplace, Health and Safety (WHS) Management System, in particular providing support to management and staff during COVID-19 under Council's WHS program.

**Operational Plan Tasks**

Code	Description	Progress	Comments
L3.1.1.1	<p>Manage and coordinate a compliant and effective Enterprise Risk Management system.</p> <p><b>Signoff Authority:</b> <i>Manager People &amp; Culture</i></p>	 100%	<p>Council continued working on a broad range of improvement initiatives including:</p> <ul style="list-style-type: none"> <li>*Improving risk management capability in achieving the target risk maturity (4/5 – Consistent / Implemented) under its ERM framework.</li> <li>*Refining Council's core risk methodologies to reflect its evolving risk profile</li> <li>*Continuous refinement of processes and systems in improving /delivering of outstanding Workers Compensation performance.</li> <li>*Review of COVID-19 WHS Standards &amp; Protocols and COVID-19 Safety Plans to ensure their currency and consistency with the evolving restrictions and Public Health Orders.</li> <li>*Changes to the risk Likelihood Table and Definitions, Consequence Table and Definitions and Risk Matrix.</li> </ul>
L3.1.1.2	<p>Manage, coordinate, support and facilitate the effective operation of Council's Internal Audit function.</p> <p><b>Signoff Authority:</b> <i>Manager People &amp; Culture</i></p>	 80%	<p>Two internal audits were commenced during the reporting period. This included privacy and information awareness and a risk assessment of the fraud and corruption framework. The scope of these audits was consistent with the 5 shared service councils. Four of the six audits planned have been completed with two deferred at management's request. In its place, a fraud and corruption review and preparation of an audit universe map have been completed and presented to the June 2022 ARIC.</p> <p><b>Reason</b></p> <p>Staffing remains a challenge with only 2 full time staff members rather than 3.</p> <p><b>Remedial Action</b></p> <p>Discussions have been held with the General Managers of the shared service councils regarding remodelling of the function in terms of resourcing and budget. A decision will be made by the end of the financial year.</p>
<b>Challenges</b>			
Staff resourcing limitations affecting the completion of planned audits to meet stakeholder expectations.			
L3.1.1.3	<p>Coordinate, support and facilitate the effective management of Council's Insurance portfolio.</p> <p><b>Signoff Authority:</b> <i>Manager People &amp; Culture</i></p>	 100%	<p>There has been a reduction of over \$400,000 in Council's workers compensation insurance renewal premium for the financial year 2021/2022. In particular, there was a significant improvement in return-to-work results for the Operations Department. Council's performance in early intervention also improved in 2021/2022 compared to the two previous financial years as no excess was incurred and all</p>

			claims were reported within five calendar days consistent with legislative requirements.
L3.1.1.4	<p>Manage and coordinate a compliant and effective Workplace, Health and Safety (WHS) Management System.</p> <p><b>Signoff Authority:</b> <i>Manager People &amp; Culture</i></p>	 100%	<p>Council continued to support management and staff during the pandemic and continued its committed initiatives under its WHS Program in accordance with its three-year WHS Strategic Plan (2020-2022). Key achievements included:</p> <ul style="list-style-type: none"> <li>* Continued to maintain and improve on tailored WHS reporting indicators and dashboards for ongoing assessment of Councils WHS performance.</li> <li>* Responded to the COVID-19 pandemic in a positive, proactive and confident manner under the leadership of the Crisis Management Team.</li> <li>* Offered annual influenza vaccination under its wellness program to all staff across three Council locations including Chambers, Depot and Thomas Carlyle Child Care Centre.</li> <li>* Continued to offer the Employee Assistant Program (EAP) through our provider AccessEAP to support staff and their family members through situations and challenges that may or may not be related to the pandemic.</li> <li>* Completed Bomb Threat Training, Fire Extinguisher Training and Walkthrough Evacuation at Ku-Ring-Gai Wildflower Gardens in April 2022.</li> <li>* Further reviewed and updated the First Aid Risk Assessment template to assist managers to identify first aid requirements and designated First Aid Officers for work sites utilising the risk assessment process after the adoption of The First Aid &amp; First Aid Response Procedure on 4 February 2022.</li> </ul>
L3.1.1.5	<p>Coordinate the efficient and effective delivery of the North Shore Council's Internal Audit Service.</p> <p><b>Signoff Authority:</b> <i>Manager People &amp; Culture</i></p>	 80%	<p>Approximately 80% of the internal audit plan for each council was completed, There have been common audits of cyber security, privacy and information awareness and food inspections completed which has resulted in information being shared across councils. Reports to six ARIC meetings were presented during March/April 2022 which included the validation of the resolution of past internal audit recommendations. Stakeholder meetings have been held throughout the period to maintain positive working relationships.</p> <p><b>Reason</b></p> <p>Staff resource limitations with two rather than three full-time auditors has inhibited completion of the plans. Where possible internal audits have been outsourced to take advantage of specific skills and expertise.</p> <p><b>Remedial Action</b></p> <p>Discussions have been held with the six General Managers of the shared service to review the resourcing and budget allocations for the function with a decision anticipated before the end of the financial year.</p>
<b>Challenges</b>			
Staff resourcing limitations affecting the completion of planned audits to meet stakeholder expectations.			

**Term Achievement**

Code	Description	Progress
L3.1.2	Council's Governance framework is developed to ensure probity and transparency.  <i>Signoff Authority: Director Corporate</i>	
<b>Comments</b>		
Substantial completion for Delivery Program 2018 – 2022. Council has effective governance arrangements in place to ensure probity and transparency in line with legislative requirements and guidelines. This includes Ordinary Meetings of Council (OMC), public forums and committee meetings; ensuring that all Councillors have the capabilities and information they need to make informed decisions and discharge their responsibilities; high quality corporate planning, reporting and community engagement, providing public access to information through open release, informal and formal (GIPA) processes, and independent oversight by the Audit, Risk and Improvement Committee (ARIC).		
<b>Key Achievements</b>		
Induction training and information workshops were delivered to all Councillors in January - February, and Councillors continue to be encouraged and supported to participate in courses, conferences and professional development. This ensures that the elected Mayor, Deputy Mayor and councillors are aware of their duties and responsibilities under the Act, helps build positive relationships between councillors, staff and community stakeholders, and assists councillors to make informed decisions for the benefit of the Ku-ring-gai community.		

**Operational Plan Tasks**

Code	Description	Progress	Comments
L3.1.2.1	Ensure that Council and Committee Meetings are managed effectively and in accordance with relevant legislation, codes and guidelines.  <i>Signoff Authority: Manager Governance &amp; Corporate Strategy</i>	 100%	During the reporting period there were six Ordinary Meetings of Council (OMC) and two Audit, Risk and Improvement Committee (ARIC) meetings. All business papers and minutes for OMC were published on Council's website within reasonable timeframes. OMC meetings are livestreamed on Council's website. Members of the public were able to address Council through public forums.
<b>Key Achievements</b>			
Council resolved to make changes to the Code of Meeting Practice to support more accessible, flexible and interactive public forums. This includes new provisions for public forums to be held by audio-visual link and/or physically in the Council Chamber; and allowing each Councillor to ask questions of speaker at a public forum.			
L3.1.2.2	Facilitate training and professional development opportunities for councillors.  <i>Signoff Authority: Director Corporate</i>	 100%	Induction training and information workshops were delivered to all Councillors in January - February. Councillors are encouraged and supported to undertake training provided by the OLG and Local Government NSW. All Councillors receive an allowance to cover professional development and training and attendance at conferences and seminars. A monthly reminder of upcoming courses, conferences and professional development opportunities is circulated to Councillors.
L3.1.2.3	Ensure appropriate management of Council information to effectively comply with legislation with the Government Information (Public Access) Act, 2009, Privacy and Personal Information Protection, Act 1998 and Health Records and Information Privacy Act, 20  <i>Signoff Authority: Manager Governance &amp; Corporate Strategy</i>	 100%	During the reporting period, Council received 22 formal applications and 741 informal applications under the GIPA Act. Council also received one review under the Privacy and Personal Information Protection Act and did not receive any reviews under the Health Records and Information Privacy Act.
L3.1.2.4	Ensure Council fulfils its obligations under the Local Government Act and Regulations, including compliance with	 100%	Quarterly reports are presented to the Audit, Risk and Improvement Committee (ARIC) to monitor compliance and assist the ARIC in reviewing

	legislative changes and relevant guidelines and circulars.  <b>Signoff Authority:</b> <i>Manager Governance &amp; Corporate Strategy</i>		Council's performance in relation to external accountability and legislative compliance obligations. These include Compliance and reporting requirements - a summary of actions taken against compliance and reporting requirements listed in the calendar of reporting and compliance obligations provided by the Office of Local Government, summary of relevant circulars, legislative updates and matters arising, a summary of actions taken by responsible managers regarding relevant circulars, legislation and other matters arising that impact the local government sector. An overview report of individual obligations under the Privacy and Personal Information Protection Act 1998, Government Information (Public Access) Act 2009 and the State Records Act 1998 is included as part of induction training for all new staff and activities relating to complaints and compliments received by Council.
L3.1.2.5	Maintain a policy review program to ensure the currency of all policy documents and public registers.  <b>Signoff Authority:</b> <i>Manager Governance &amp; Corporate Strategy</i>	 100%	An organisation-wide review of Council policies is ongoing to ensure policies are up-to-date and consistent with current legislative and regulatory requirements. Seven policies were updated and published during the reporting period.
L3.1.2.6	Business and decision-making systems and processes continue to be aligned with the Integrated Planning & Reporting Framework objectives.  <b>Signoff Authority:</b> <i>Manager Governance &amp; Corporate Strategy</i>	 100%	Actions during the reporting period continued to be aligned with and support the Integrated Planning and Reporting framework. This included the alignment of services, projects and programs, budgets and the Resourcing Strategy to the long term Community Strategic Plan and medium term Delivery Program.
L3.1.2.7	Coordinate, support and facilitate effective probity around procurement and provide support for the Contract Management Framework.  <b>Signoff Authority:</b> <i>Manager Procurement &amp; Contracts</i>	 95%	Work continued on the review of expenditure thresholds and linkages to contract management process requirements.
L3.1.2.8	Liaise with the NSW Electoral Commission regarding the conduct of the 2021 Ordinary Local Government Elections.  <b>Signoff Authority:</b> <i>Director Corporate</i>	 100%	Completed previous reporting period.

### Term Achievement

Code	Description	Progress
L3.1.3	Sustainability is integrated into Council's business framework.  <b>Signoff Authority:</b> <i>Director Strategy &amp; Environment</i>	
<b>Comments</b>		
Completed for Delivery Program 2018 – 2022. Council has continued to make progress on the goals of the Corporate Sustainability Action Plan (CSAP) including supporting the organisation's transition away from single use plastic. Council's collection of all organic waste continues to run at Gordon Chambers, the Depot in Pymble, the Ku-ring-gai Wildflower Garden and Ku-ring-gai Fitness & Aquatic Centre. A number of key documents guiding organisation sustainability reviews were implemented in the reporting period to ensure best practice natural resource management is achieved.		

Council's emissions for the financial year 2021 – 2022 are 42% lower than the 2000 baseline.

### Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.3.1	<p>Implement the Corporate Sustainability Action Plan and corporate sustainability program.</p> <p><b>Signoff Authority:</b> <i>Manager Environment &amp; Sustainability</i></p>	<p> 100%</p>	<p>Following the lifting of restrictions of events due to COVID-19, progress has continued on the goals of the Corporate Sustainability Action Plan (CSAP).</p> <p>This has involved working with the Corporate Sustainability Action Team working group to action objectives.</p> <p>Highlights included:</p> <p>*Finalising a system that enables the collection of all organic waste produced by Council's Gordon Chambers, the Depot in Pymble, the Ku-ring-gai Wildflower Garden and Ku-ring-gai Fitness &amp; Aquatic Centre. This is a major achievement and one that will see significant reductions in waste to landfill.</p> <p>*It is also a key part in delivering the Single-Use Plastic Policy and Sustainable Event Management Policy which uses 100% compostable ware at all internal/external events which can be disposed of in the organic waste bins in all offices.</p> <p>*Initiation of a sustainability welcome pack to go to every new staff member with a branded Keep Cup and promotional postcard outlining the opportunities to be sustainable in the workplace. This has been well-received.</p> <p>*Arranging the distribution of a 'Sustainable Events Kit' to staff teams to assist with hosting events, meetings and catering without using single-use plastics. A total of 23 kits will be distributed.</p>
L3.1.3.2	<p>Utilise the sustainability data management and reporting system to inform investment and management priorities.</p> <p><b>Signoff Authority:</b> <i>Manager Environment &amp; Sustainability</i></p>	<p> 100%</p>	<p>Council's sustainability data management system has been utilised for the following tasks:</p> <p>* Quarterly energy snapshot reviews with the Operations team to identify when Council lighting and HVAC are running afterhours</p> <p>* Monthly energy performance reviews for the aquatic centre to identify excess energy or water consumption due to defective plant or controls programming</p> <p>* Annual reporting of Council's energy and emissions footprint.</p>
L3.1.3.3	<p>Review and implement policies, strategies and plans to advance sustainability and environmental management.</p> <p><b>Signoff Authority:</b> <i>Director Strategy &amp; Environment</i></p>	<p> 100%</p>	<p>Council's processes strategies and policies which advance sustainability and inform environmental management continued to be reviewed. During the reporting period Council adopted the Water Sensitive Cities Strategy, developed a draft Urban Forest Strategy (currently on public exhibition) and conducted a thorough review of all Environmental Impact Assessment documents and templates.</p>

### Term Achievement

Code	Description	Progress
L3.1.4	<p>Council services and programs are provided on the basis of equity, community priorities, and best value for money within available resources.</p> <p><b>Signoff Authority:</b> <i>General Manager</i></p>	<p></p>
<p><b>Comments</b></p> <p>Substantial completion for Delivery Program 2018 – 2022.</p> <p>Council's new Community Strategic Plan (CSP), Delivery Program and Operational Plan included an assessment of Council services, programs and capital works to ensure that they will deliver agreed priorities and best value to the community. The CSP</p>		

and Delivery Program include a suite of performance indicators, including service delivery standards and community satisfaction. Council continued to deliver efficient and high-quality HR, IT and other corporate services for staff to enable them to deliver programs, projects and services for the Ku-ring-gai community. Recent programs and improvements include new e-learning modules, a new recruitment system (Scout), a new Reward and Recognition program and migration of Council's financial and purchasing system (Technology One) to software as a service (SaaS). A targeted continuous improvement and service review program (being developed in 2022-23) will help to identify ongoing opportunities to improve corporate and customer-facing services.

## Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.4.1	<p>Continue to review Council services against community and strategic priorities, efficiency and customer service objectives.</p> <p><b>Signoff Authority:</b> <i>Manager Governance &amp; Corporate Strategy</i></p>	 100%	The review and preparation of Council's new Community Strategic Plan (CSP), Delivery Program and Operational Plan (DPOP) included an assessment of Council services, programs and capital works to ensure that they will deliver agreed priorities and best value to the community. The CSP and Delivery Program include a suite of performance indicators, including service delivery standards and community satisfaction. The revised CSP includes a commitment to continuous improvement across Council's operations. During 2022-23 this will include development of a targeted service review program requiring engagement with the community on expected levels of service and measures of performance.
L3.1.4.2	<p>Report bi-annually to Council on achievement of adopted Customer Service Standards.</p> <p><b>Signoff Authority:</b> <i>Manager Corporate Communications</i></p>	 100%	Reporting via the General Managers Performance review is ongoing. Agreed customer service standards were maintained.
L3.1.4.3	<p>Continue to benchmark and improve customer service standards across the organisation.</p> <p><b>Signoff Authority:</b> <i>Manager Corporate Communications</i></p>	 95%	The results of the most recent community satisfaction survey for council services continued to be assessed and opportunities for improvement identified. Council staff participated in a benchmarking exercise for selected services with other similar sized metropolitan councils.
L3.1.4.4	<p>Monitor Council's website and report on usage.</p> <p><b>Signoff Authority:</b> <i>Manager Corporate Communications</i></p>	 100%	<p>For the reporting period January to June 2022 there were:</p> <p>*Total web page views: 1,401,193 (an increase of 3.3% compared to previous corresponding period)</p> <p>*Unique page views: 1,144,049 (an increase of 4.1% compared to the previous corresponding period).</p>
L3.1.4.5	<p>Implement upgrades to Council's website and internal intranet systems.</p> <p><b>Signoff Authority:</b> <i>Manager Corporate Communications</i></p>	 100%	Council's new internal Intranet was completed in February 2022.
<b>Key Achievements</b>			
<p>* Successfully launched a more user friendly, accessible and up to date Council intranet for staff.</p> <p>* Introduced a new Council booking system for events and venues/ facilities. The events are integrated within the Council's OpenCities website which provides a more seamless booking experience for the end user.</p>			
L3.1.4.6	<p>Provide effective records management across the organisation compliant with relevant legislation.</p>	 100%	Council stores and manages its digital records in its electronic document and records management system (Content Manager). This system captures, maintains and provides access to business records, including security access levels for authorised users.

	<p><b>Signoff Authority:</b> Manager Governance &amp; Corporate Strategy</p>		<p>Council's records policy, classifications and titling were updated in January 2022 to meet the current records legislation, policies and guidelines. As part of its digitisation program, hard copy building applications are being registered into Content Manager, and a project to digitise and register old paper-based legal documents into Content Manager is also ongoing.</p>
L3.1.4.7	<p>Manage the ongoing preservation of Council's legacy records.</p> <p><b>Signoff Authority:</b> Manager Governance &amp; Corporate Strategy</p>	<p> 100%</p>	<p>Archive box transfers to Government Records Repository (GRR) included 128 boxes of 2014 DAs for long term retention and 53 boxes of finance, rates, and Art Centre records for temporary retention. 25-day boxes were destroyed as part of ongoing disposal of scanned records as authorised by State Records disposal authority GA45. Property files stored in Central Records are continuing to be scanned on a targeted and requested basis, with those files also progressively destroyed under GA45. A total of 113 empty and inactive files were also destroyed as part of this process. The total number of property files scanned is now 15,672. Ongoing work included managing 993 requests for electronic files, 21 requests for boxes from GRR, and 153 requests for files stored onsite.</p>
L3.1.4.8	<p>Effectively deliver learning and development strategy and programs in line with identified priorities and the objectives of Council's adopted Workforce Management Strategy.</p> <p><b>Signoff Authority:</b> Manager People &amp; Culture</p>	<p> 90%</p>	<p>COVID-19 restrictions impacted the delivery of the Leadership Development Program throughout 2021 and into 2022. Delivery of the program will recommence in the second half of 2022. Council's face to face induction program component for new employees has recommenced with all eligible employees who were unable to fully participate in the program due to public health orders now completing the program. General training has continued with eLearning and a greater use of Zoom and webinar-based training sessions. The annual WHS compliance training program has been delivered for 2022 despite numerous course delivery delays due to COVID-19. New eLearning modules have been developed to address identified training needs and new eLearning modules for Recruitment and Selection training for selection panel members these will be delivered in the second half of 2022 as required.</p> <p><b>Reason</b></p> <p>COVID19 related public health orders and absenteeism due to COVID19 have impacted participation in and the delivery of many of Council's face to face training programs.</p> <p><b>Remedial Action</b></p> <p>Additional training has been scheduled and is being delivered to address the delayed program rollout.</p>
<b>Challenges</b>			
COVID-19 related public health orders and absenteeism due to COVID-19 have impacted participation in and the delivery of many of Council's face to face training programs.			
L3.1.4.9	<p>Deliver effective and efficient recruitment and payroll services.</p> <p><b>Signoff Authority:</b> Manager People &amp; Culture</p>	<p> 95%</p>	<p>The new Scout recruitment software was fully implemented resulting in significant improvement to the end user and candidate experience.</p> <p>Promotion of employment opportunities at Council has been further expanded through the recent subscription with Careers at Council, a job board that</p>

			provides broader reach to talented and experienced candidates within the Local Government sector.
L3.1.4.10	Effectively deliver services across all workforce management areas including employee and industrial relations.  <b>Signoff Authority:</b> <i>Manager People &amp; Culture</i>	 95%	Support continued to be provided to staff and managers on employee relation matters through the HR Business Partner model and to ensure organisational wide equity, consistency and best practice.
L3.1.4.11	Design and deliver workforce policies and strategies to support the organisation's culture and in line with the objectives of Council's adopted Workforce Management Strategy.  <b>Signoff Authority:</b> <i>Manager People &amp; Culture</i>	 95%	Key initiatives during the period included: *Completion of new Reward and Recognition framework and program *Revision of the Child Safety policy and procedure *Establishment of a new Market Review Allowance *Establishment of a new 90 Day onboarding program *Commencement of planning and design for the upcoming 2022 Employee Opinion Survey.
L3.1.4.12	Review the Workforce Management Strategy as part of Council's adopted Resourcing Strategy.  <b>Signoff Authority:</b> <i>Director Corporate</i>	 100%	The Workforce Management Strategy was reviewed in accordance with established deadlines.
L3.1.4.13	Continuously improve People & Culture services, business processes and systems.  <b>Signoff Authority:</b> <i>Director Corporate</i>	 100%	Work continued the improvement of People & Culture business processes and systems.
L3.1.4.14	Maintain, update and support Council's core business systems, coordinate reviews and facilitate enhancements to address identified requirements.  <b>Signoff Authority:</b> <i>Manager Information Management</i>	 100%	Throughout the reporting period Business Systems have continued to maintain, update and support Council's core business systems in both a proactive and reactive manner; with almost 900 IM Helpdesk Requests/Tasks received - resulting in 811 actions/improvements being completed.  System enhancements continued to be made by the development of reports, system automation and general improvements across a number of core systems.
<b>Key Achievements</b>			
Inactive Users Audit of TechnologyOne applications was conducted in January 2022.			
L3.1.4.15	Coordinate and facilitate the implementation of the ICT and Digital Strategy action plan and initiatives and ensure appropriate funding is identified.  <b>Signoff Authority:</b> <i>Director Corporate</i>	 100%	The Technology One SaaS migration agreement was signed in February and the project initiation meeting was held in March. We now have access to our SaaS environment to configure all the integration points before User Acceptance Testing can begin in September.  The Adobe Sign implementation was completed this period and training is continuing for staff as required.  A user group has been established for the Booking system Module Champions, this will provide a forum for collaboration both internally and with the system vendor.  Stage 2 of the Enterprise Cash Receipting (ECR) implementation has commenced for the WFG following a successful proof of concept. This will

			provide receipting and POS functionality directly into our core business system.
L3.1.4.16	Develop, maintain and deliver quality property and geographic information services including advice and training.  <b>Signoff Authority:</b> <i>Manager Information Management</i>	<input checked="" type="checkbox"/> 100%	All Geographical Information System (GIS) and TechOne Property & Rating (PnR) databases were updated this reporting period resulting in 11 new registered plans at NSW Land Registry Services and the creation of 14 new properties and 24 new residential units.  A total of 2137 Planning Certificates were issued this period resulting in an income of \$186,008 for this part of the financial year.
L3.1.4.17	Maintain, update and support Council's Information Technology infrastructure and systems.  <b>Signoff Authority:</b> <i>Manager Information Management</i>	<input checked="" type="checkbox"/> 100%	Routine checks during the period included monthly physical inspections of all remote sites. Windows Security Patches were installed on servers and PC's. Projects were completed or progressed to schedule this period. This quarter we continued to focus on deploying Laptop's with Windows 11 installed, and the migration of the Library System "Spydus" into the cloud, which required extensive planning and coordination.
<b>Key Achievements</b>			
The library system migration to the cloud.			

**Issue:** L4: Community engagement

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

### Term Achievement

Code	Description	Progress
L4.1.1	Innovative and effective community engagement fosters community participation and a better understanding of Council services, programs, and facilities.  <b>Signoff Authority:</b> <i>Director Community</i>	<input checked="" type="checkbox"/>
<b>Comments</b>		
Completed for Delivery Program 2018 – 2022. Council continued to foster community engagement and participation through the Community Engagement Policy, guidance materials for all staff and the development of a new Community Engagement Register. Media coverage and social media commentary relating to Council is monitored and reported on a regular basis. Accurate and relevant information about Council services and activities was provided regularly on a range of pertinent topics.		

### Operational Plan Tasks

Code	Description	Progress	Comments
L4.1.1.1	Liaise with staff to ensure new Community Engagement Policy is understood and provide support as needed.  <b>Signoff Authority:</b> <i>Manager Corporate Communications</i>	<input checked="" type="checkbox"/> 100%	Council's Community Engagement Coordinator worked closely with project staff to ensure the most appropriate approaches to community engagement consistent with the Community Engagement Policy.
L4.1.1.2	Ensure guidance material is fit for purpose and enhance/amend as needed.  <b>Signoff Authority:</b>	<input checked="" type="checkbox"/> 100%	Project staff continued to be encouraged to use appropriate promotion and guidance materials.

	<i>Manager Corporate Communications</i>		
L4.1.1.3	Referring to the Community Engagement Register and community engagement champions, continue to monitor and report on the outcomes of community engagement and consultation.  <b>Signoff Authority:</b> <i>Manager Corporate Communications</i>	<input checked="" type="checkbox"/> 100%	The community engagement register was updated to improve usability with relevant guidance document provided. Project staff worked closely with the Community Engagement Coordinator in the design and delivery of projects to ensure adherence to the community engagement policy and to meet requirements of projects and affected stakeholders.
L4.1.1.4	Monitor and apply corporate communications and visual design standards to Council's communication materials, products, and website.  <b>Signoff Authority:</b> <i>Manager Corporate Communications</i>	<input checked="" type="checkbox"/> 100%	During this period new visual design standards were produced for the new website and intranet. The corporate design standards were also updated to reflect the increasing use of digital advertising and video. All requests for third parties to use the Council logo continued to be reviewed prior to approval.
L4.1.1.5	Monitor Council's services, programs, policies, and achievements via all forms of media.  <b>Signoff Authority:</b> <i>Manager Corporate Communications</i>	<input checked="" type="checkbox"/> 100%	Mentions of Council in all forms of social media and traditional media continued to be monitored daily. Daily news alerts are distributed to key staff and Councillors as required. A review is being conducted of the Council's current monitoring service to ensure it remains efficient and timely.

### Term Achievement

Code	Description	Progress
L4.1.2	Contribute to enhancing and protecting Council's reputation and public image.  <b>Signoff Authority:</b> <i>Director Community</i>	<input checked="" type="checkbox"/>
<b>Comments</b>		
Completed for Delivery Program 2018 – 2022.  Council's reputation and public image continued to be protected and enhanced. Highlights for the reporting period include extensive promotion of the Council elections and the new Mayor and Deputy Mayor; promotion of the opening of the Lindfield Village Green; promotion of the public exhibition of the Community Strategic Plan review and the proposal for nature play in playgrounds.		

### Operational Plan Tasks

Code	Description	Progress	Comments
L4.1.2.1	Proactively manage media and digital channel information and coordinate Council's actions in response.  <b>Signoff Authority:</b> <i>Manager Corporate Communications</i>	<input checked="" type="checkbox"/> 100%	During the reporting period over 40 videos and animations were produced by the Communications team. A new monthly video featuring the Mayor discussing projects, achievements and issues has been developed in the last six months.  Council expanded its use of digital advertising by utilising the air bridge digital board over Pacific Highway at Gordon for community based advertising free of charge.  Where appropriate Council messages are posted on community Facebook pages in addition to Council sites. The use of the NextDoor platform has expanded with 11,000 residents using this platform at June 2022.

## HAVE YOUR SAY

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

### How to get involved

1. Visit Council's website [www.krg.nsw.gov.au](http://www.krg.nsw.gov.au) to:
  - Access the *Have My Say* community engagement portal to contribute your opinion on a range of issues, new initiatives, public exhibitions, policies and plans so Council can make the right decisions for the community.
  - Stay up to date with how Council is progressing the Community Strategic Plan 2038, Delivery Program 2018 - 2022 and Operational Plan 2020-2021 by reading performance reports at [www.krg.nsw.gov.au/performance reports](http://www.krg.nsw.gov.au/performance-reports)
  - Stay up to date with Council meetings and minutes at [www.krg.nsw.gov.au/council meetings](http://www.krg.nsw.gov.au/council-meetings)
  - Subscribe to newsletters, updates and announcements at [www.krg.nsw.gov.au/news and media](http://www.krg.nsw.gov.au/news-and-media)
  - Contact your local Councillor at [www.krg.nsw.gov.au/elected council](http://www.krg.nsw.gov.au/elected-council)
2. Attend a Council meeting or contribute via a Public Forum [www.krg.nsw.gov.au/meetings and forums](http://www.krg.nsw.gov.au/meetings-and-forums)
3. Stay connected through social media – Facebook, Twitter, Instagram, YouTube and LinkedIn.
4. Visit us at 818 Pacific Highway, Gordon  
Email [kmc@kmc.nsw.gov.au](mailto:kmc@kmc.nsw.gov.au)  
Phone 02 9424 0000  
Live web chat via [www.krg.nsw.gov.au](http://www.krg.nsw.gov.au)



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