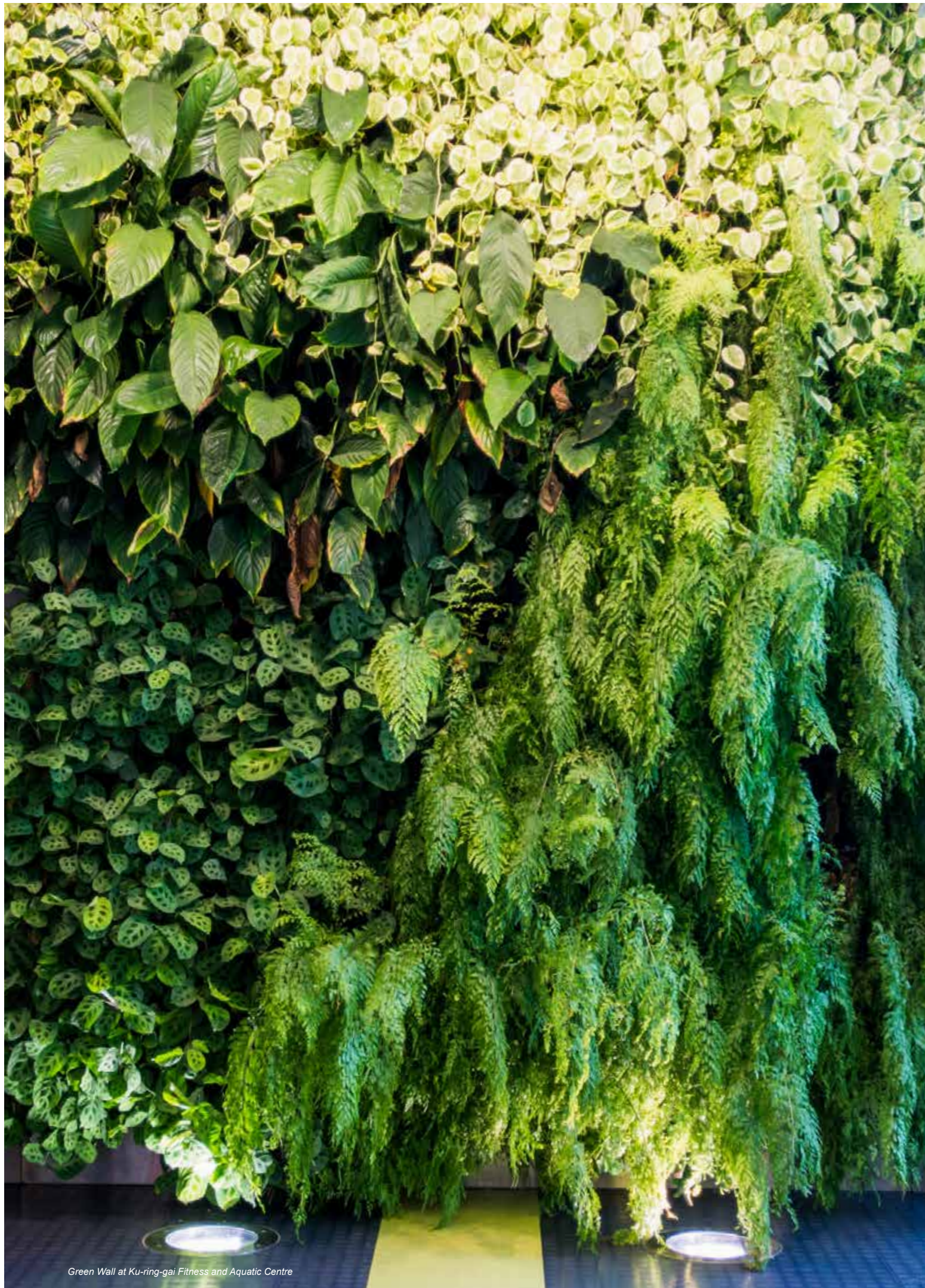




OUR COMMUNITY. OUR COMMITMENT.

**COMMUNITY STRATEGIC PLAN 2030
END OF TERM REPORT 2013 - 2017
AUGUST 2017**



Green Wall at Ku-ring-gai Fitness and Aquatic Centre

About This Report

This is Ku-ring-gai Council's report to the community on Council's achievements in implementing Ku-ring-gai's Community Strategic Plan 2030 - Our community: Our Future over the previous four years.

The End of Term Report is one of the key accountability mechanisms between Council and the community and has been prepared in accordance with Section 428(2) of the *Local Government Act, 1993* and the Office of Local Government's Integrated Planning and Reporting guidelines.

The Report focuses on the effectiveness of the Community Strategic Plan 2030 in progressing Ku-ring-gai's long term social, environmental, economic and civic leadership objectives over the four year period 2013-2017.

Council's performance is assessed against progress of the long term objectives contained in the Community Strategic Plan, the completion of Council's four year Term Achievements contained in its Delivery Program and the achievement of specified performance indicators.

The report includes discussion on key issues and challenges affecting the Ku-ring-gai area over the past four years and how they have been addressed.

ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

Council acknowledges the Guringai people as the Traditional Owners of the land of which the Ku-ring-gai local government area is a part, and pays its respects to their Elders, past and present.

KU-RING-GAI COUNCIL

818 Pacific Highway, Gordon NSW 2072

Locked Bag 1006, Gordon NSW 2072

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Disclaimer

Ku-ring-gai Council's End of Term Report 2013-2017 was prepared in early August 2017 and represents a compilation of the best available data at the time of preparation. Despite our best efforts, Council makes no statements, representations or warranties about the accuracy, completeness or reliability of any information contained in the report. The Council disclaims all responsibility and all liability (including without limitation, liability in negligence) for all expenses, losses, damages and costs you might incur as a result of the information being inaccurate or incomplete in any way, and for any reason.

Mayor's Message



I am proud to present the end of term report to the final meeting of Council before the September 2017 elections.

Since the current Council was elected in 2012 my fellow Councillors and I have worked together to progress the community's vision – articulated in the Community Strategic Plan Our Community Our Future 2030 – by implementing the four-year delivery program.

We agreed on a set of priorities for our community and while some goals are outside our direct influence, we have continued to address them in partnership with others. These have included;

- ▶ planning for the increasing numbers of older and younger residents in Ku-ring-gai
- ▶ protecting our natural environment
- ▶ managing urban change in a way that retains the leafy green landscape and heritage character of the area
- ▶ bringing renewal to our centres
- ▶ making it easier and safer to move around
- ▶ increasing visitors to the area
- ▶ promoting Ku-ring-gai as a place to set up business, and
- ▶ improving and renewing our infrastructure assets including community facilities, recreation and open space areas, roads, footpaths, drains and the public domain.

Our vision – that Ku-ring-gai will be a creative, healthy and liveable place where people respect each other, conserve the magnificent environment and society for the children and grandchildren of the future – underpins everything we strive for at Ku-ring-gai Council. We are very pleased with all that we have achieved during this term.

As Mayor and on behalf of my fellow Councillors, I thank Ku-ring-gai Council's hard-working and dedicated staff and the many volunteers who share our vision to deliver the best possible future for the local area.

This report provides an overview of the past four years and I do hope you enjoy reading about some of the accomplishments achieved in our local community and for our local community.

A handwritten signature in black ink that reads "Jennifer G. Anderson". The signature is written in a cursive, flowing style.

Jennifer Anderson
Mayor

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Ku-ring-gai – Our Place

Where We Are

The Ku-ring-gai local government area (LGA) covers about 85 km² and is located in Sydney's northern suburbs, 16 kilometres north of the Sydney CBD. The LGA includes 17 suburbs, 6 local centres and one town centre. Each suburb has its own unique character reflecting the local natural bushland, heritage conservation areas or more recent post war development.

Our Name

The name 'Ku-ring-gai' is a derivation of the name of the Guringai people, the traditional owners of the land of which the Ku-ring-gai local government area is a part.

The 'Green Heart' of Sydney

Known as the 'Green Heart' of Sydney, we are unique for a local government area situated so close to the centre of Sydney's CBD with:

- ▶ more than 150 bushland reserves covering 1,150 hectares
- ▶ nationally significant ecological communities - includes remnant Blue Gum High Forest and Sydney Turpentine Ironbark Forest
- ▶ over 800 recorded native plant species and more than 400 species of native animals
- ▶ three adjoining National Parks (Ku-ring-gai Chase, Garigal and Lane Cove)
- ▶ a visually significant tree canopy.

Aboriginal Heritage

The original inhabitants of Ku-ring-gai– the Guringai people - have left behind many traces including middens, petroglyphs (rock drawings or carvings) and remains of shelters. As many as 650 sites of Aboriginal heritage may have existed within the Ku-ring-gai LGA. While 101 recorded sites exist in the LGA, at least double that number are believed to remain.

European History

European settlement in Ku-ring-gai began in 1814. Ku-ring-gai was established as a represented Municipal Council in 1906. Larger-than average suburban allotments, building covenants, fine gardens, retention of native flora and restriction of industrial and commercial development are indicative of Ku-ring-gai's heritage. Today Ku-ring-gai is renowned for its architectural heritage, particularly those homes built during the Federation and interwar periods.

Connected Urban Villages

Historically, Ku-ring-gai's urban areas developed as a series of villages along the main ridgelines, each with their own identity, and always bounded by or close to large tracts of natural bushland and national parks. While subdivision and residential development have connected the villages into larger suburbs over time, their distinct characteristics still largely remain intact.

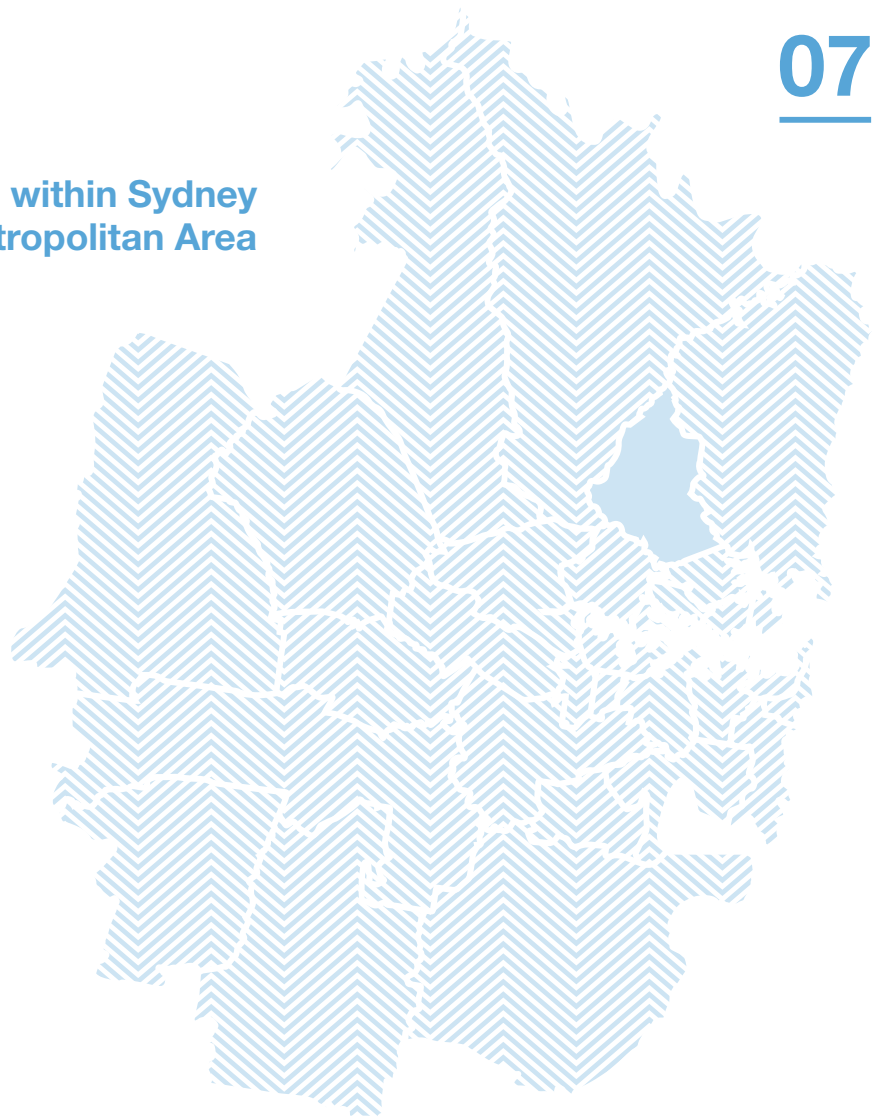
Our Supportive Community

The village nature of our suburbs created close knit and self-sufficient communities with a strong connection to the area. Over time this has evolved into strong resident participation in local organisations, sporting clubs and events as well as a desire to preserve the area's unique natural and historical assets.

Our Suburbs

- ▶ Gordon
- ▶ Lindfield
- ▶ East Lindfield
- ▶ Pymble
- ▶ West Pymble
- ▶ Turramurra
- ▶ North Turramurra
- ▶ South Turramurra
- ▶ Roseville
- ▶ Roseville Chase
- ▶ Killara
- ▶ East Killara
- ▶ St Ives
- ▶ St Ives Chase
- ▶ Warrawee
- ▶ Wahroonga
- ▶ North Wahroonga

Ku-ring-gai within Sydney Metropolitan Area



Top left: Boating on the Lane Cove River, Lane Cove National Park 1943. Shows nine row boats on the Lane Cove River in the Lane Cove National Park.

Top right: Gordon Rd, Lindfield ca.1910. Taken on Gordon Road (now known as the Pacific Highway) looking North with Strickland Avenue on the right.

Bottom left: St. Ives Show ca.1924. McLeod, K. H., photographer. Shows horse competitors at St Ives show held by the St Ives Agricultural and Horticultural Association at Hassall Park, St Ives.

Bottom right: Pacific Highway, Gordon, ca. 1972. Shows views looking north along the Pacific Highway at Gordon on the corner of Park Avenue and the Pacific Highway. The Ku-ring-gai Council chambers can be seen in the background.



Ku-ring-gai – Our People

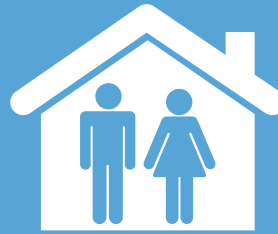
From 2011 to 2016, Ku-ring-gai Council area's population increased by 8,771 people (+8.0%). This represents an average annual change of 1.56% per year over the period. (ABS 2016). Ku-ring-gai has a vibrant and increasingly diverse population spanning all generations. It is a popular area for families with school aged children attracted to the area for its open spaces, range of sporting facilities, access to schools and health services and close proximity to major employment areas.

Our residents are generally employed as professionals in the health, social assistance, education and finance sectors.

*Unless otherwise stated, the demographic information on these pages is derived from the 2016 ABS Census. An * denotes a significant percentage increase from 2011 Census figures.*

14,004

LOCAL BUSINESSES
(ABS 2016)



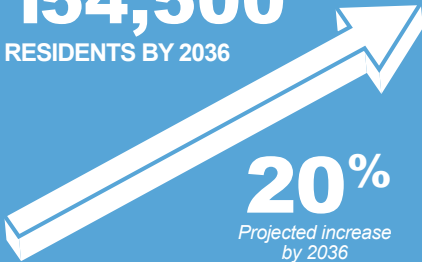
124,179

(8%↑)*

RESIDENTS (ERP 2016)

154,500

RESIDENTS BY 2036



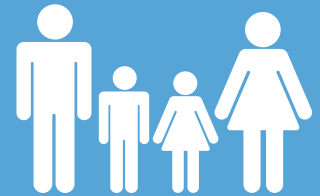
20%

Projected increase by 2036

28%

(30%↑)*

SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME



47%

(9%↑)*

HOUSEHOLDS ARE FAMILIES WITH CHILDREN



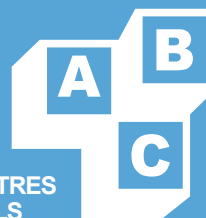
POSITIVE

NET OVERSEAS MIGRATION

The key driver of our population change
7,767 people (2011-2016)

56

CHILDCARE CENTRES AND PRESCHOOLS



13.3%

SENIORS (70+ years)



9.5% in Greater Sydney



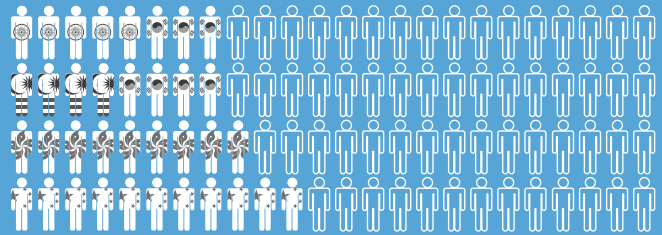
8.2%

**YOUNG WORKFORCE
25-34 YEARS**
(16.1% in Greater Sydney)



45

PRIMARY AND HIGH SCHOOLS



38.9% BORN OVERSEAS

Mainly China 7.1%, UK 6.5%, South Africa 3.4%, Hong Kong 2.5%, South Korea 2.1%



20.1%

**School aged children
(5-17 years)**
(15.7% IN GREATER SYDNEY)



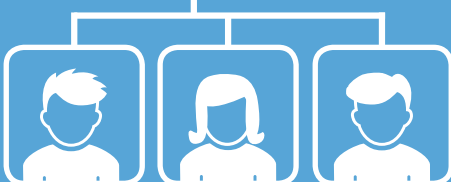
3.6%

NEEDING ASSISTANCE
(Day to day assistance due to disability)
(4,294 people)



27.4%

MEDIUM/HIGH DENSITY DWELLINGS (22.3 % in 2011)



CHANGING ANCESTRY

32.5% English, 25.0% Australian, 17.7% Chinese



37,595

LOCAL JOBS (NIER 2016)

28.2% Volunteering



Persons aged 15+ years
(16.7% IN GREATER SYDNEY)

Councillors

The Ku-ring-gai local government area is divided into five wards – Roseville, Comenarra, Gordon, St Ives and Wahroonga. Each ward is represented by two councillors.

Council elections are normally held every four years with the last local government election for Ku-ring-gai local government area being held on Saturday 8 September 2012.

The NSW Government previously deferred Ku-ring-gai Council's 2016 elections to Saturday 9 September 2017.

Roseville Ward




Mayor Jennifer Anderson

 SEE PROFILE
kmc.nsw.gov.au/janderson



Cr David Armstrong

 SEE PROFILE
kmc.nsw.gov.au/darmstrong

St Ives Ward



Deputy Mayor David Ossip

 SEE PROFILE
kmc.nsw.gov.au/dossip



Cr Christiane Berlioz

 SEE PROFILE
kmc.nsw.gov.au/cberlioz

Comenarra Ward



Cr Elaine Malicki

 SEE PROFILE
kmc.nsw.gov.au/emalicki



Cr Jeffrey Pettett

 SEE PROFILE
kmc.nsw.gov.au/jpettett

Gordon Ward



Cr Cheryl Szatow JP

SEE PROFILE
kmc.nsw.gov.au/cszatow



Cr David Citer

SEE PROFILE
kmc.nsw.gov.au/dciter

Wahroonga Ward



Cr Chantelle Fornari-Orsmond

SEE PROFILE
kmc.nsw.gov.au/cfornari-orsmond



Cr Duncan McDonald

SEE PROFILE
kmc.nsw.gov.au/dmcdonald



Our Community's Vision

In 2008 the Ku-ring-gai community and Council together developed a vision and set of principles to guide future strategic planning and directions for Ku-ring-gai. The vision and principles formed the basis of Ku-ring-gai's first Community Strategic Plan.

The vision and principles continued to be relevant to Ku-ring-gai and its community beyond that first plan and formed the basis for Ku-ring-gai's second Community Strategic Plan 2030 – Our Community. Our Future, which was adopted in June 2013.

Vision Statement

Our community vision is a Ku-ring-gai that is a creative, healthy and liveable place where people respect each other, conserve the magnificent environment and society for the children and grandchildren of the future.

This will be achieved by

- ▶ Behaving ethically
- ▶ Leading in sustainability
- ▶ Learning and sharing knowledge
- ▶ Taking responsibility for our actions
- ▶ Respecting the needs of future generations
- ▶ Caring for the local environment and people.

Delivering the Vision

INTEGRATED PLANNING AND REPORTING FRAMEWORK

In 2009, the NSW government introduced the integrated planning and reporting framework to assist local councils to deliver their community vision and long term objectives through long, medium and short-term plans and reports. The purpose of the framework was to formalise best practice strategic planning across NSW councils to ensure a more sustainable local government sector. The diagram at right illustrates the hierarchy of plans within the framework and their relationship to state and regional planning.

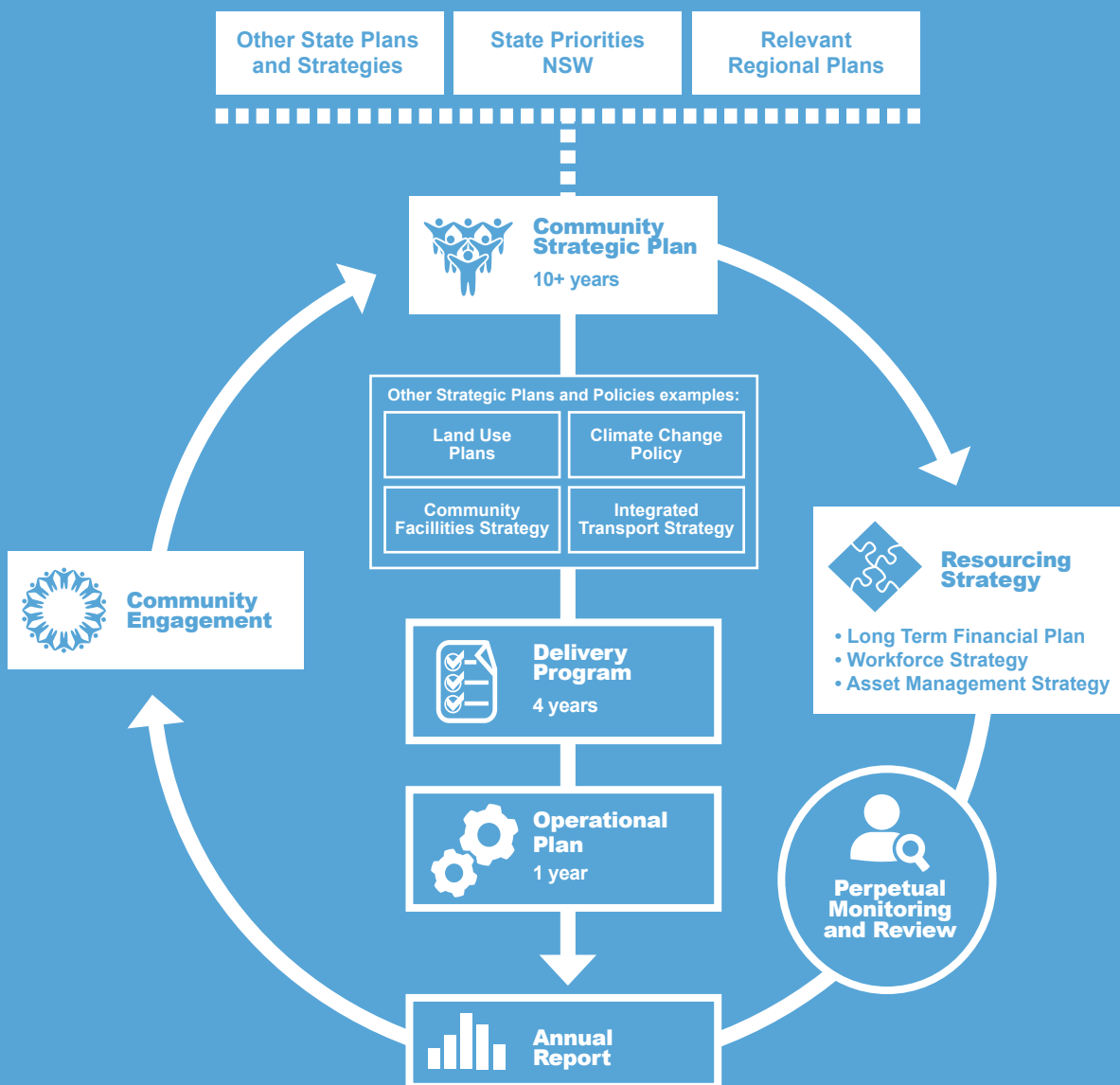
Measuring Performance

END OF TERM REPORT

Council's performance is assessed against progress of the long term social, environmental, economic and civic leadership objectives contained in the Community Strategic Plan, the completion of Council's four year Term Achievements contained in its adopted Delivery Program and the achievement of specified performance indicators.



FURTHER READING
kmc.nsw.gov.au/integratedplanning



Source: NSW Office of Local Government –
Integrated Planning and Reporting Framework.
Website: olg.nsw.gov.au

About the Community Strategic Plan 2030

In September 2009, Council adopted its first Community Strategic Plan. The plan was a 20-year blueprint for the future of the Ku-ring-gai local government area (LGA).

During 2012 – 2013 Council, in consultation with the community, reviewed the Community Strategic Plan (CSP) to more clearly reflect the changes that had taken place in community thinking, needs and expectations over the previous years and to provide a vehicle for our community to express its long-term aspirations.

The revised Community Strategic Plan 'Our Community – Our Future 2030', adopted by Council in June 2013¹, provides Council with the strategic direction to align its policies (**Appendix 3**), programs and services. It also acts as a guide for other organisations and individuals in planning and delivering services for the area. The plan addresses the community's issues through prioritised long-term objectives grouped under like themes as follows:

- ▶ THEME 1: Community, People and Culture
- ▶ THEME 2: Natural Environment
- ▶ THEME 3: Places, Spaces and Infrastructure
- ▶ THEME 4: Access, Traffic and Transport
- ▶ THEME 5: Local Economy and Employment
- ▶ THEME 6: Leadership and Governance.

The Plan is the Community's Plan

The Community Strategic Plan is the community's plan, prepared by council on behalf of the community it represents. Development of the current plan was informed by the results of consultation and engagement with the community and other stakeholders (including organisations, businesses and government agencies) to identify issues, challenges and opportunities impacting on the local area over the long term and how they might be addressed.

RELATIONSHIP WITH OTHER PLANS

The plan sits at the top of Council's planning framework and provides the necessary long term direction for the organisation to align its delivery of the community's policies, programs and services. It integrates with key Council plans and policies and also acts as a guide for other organisations and individuals in planning and delivering services for our area.

The plan takes into consideration the NSW government's priorities for NSW as well as metropolitan planning for Sydney and other key relevant state and regional plans.

The Plan Relies on Partnerships

While Council has specific responsibilities for many elements of the plan, the achievement of other outcomes relies on collaboration and partnerships with others. Council, while recognising that it has limited direct influence for some objectives, will nevertheless take a leadership role participating in and supporting networks and partnerships to achieve those objectives. Our potential partners are listed for each long term objective under the six themes.

Other Integrated Planning and Reporting Plans

DELIVERY PROGRAM AND OPERATIONAL PLAN

All NSW councils are required to facilitate the implementation of their Community Strategic Plan through a four year Delivery Program and one year Operational Plans. To do this Council's Delivery Program contains four year term achievements for each long term objective in the CSP.

Term Achievements are outcomes that Council said it would do during its term of office to progress the long term objectives in the Community Strategic Plan.

¹ Ku-ring-gai Council's Integrated Planning and Reporting documents. [accessed 11 August 2017] www.kmc.nsw.gov.au/integratedplanning

Also listed in the CSP are four year critical actions – more detailed actions that spell out what Council will do over its four year term of office – to assist the community’s understanding of Council’s program to progress the long term objectives.

The Operational Plan outlines Council’s planned activities and the financial resources required to implement the actions for each year of the Delivery Program. Tasks identified in the Operational Plan link back to Term Achievements in the Delivery Program and long term objectives in the Community Strategic Plan. Tasks are either projects, programs or services that Council will provide/ deliver in a financial year to contribute to its achievement of the four year Delivery Program.

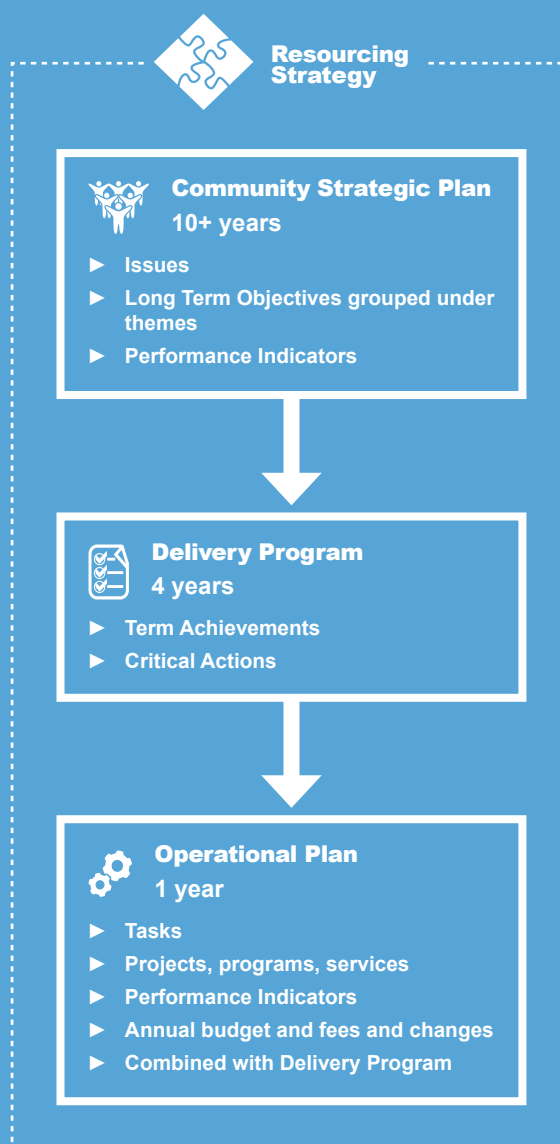
RESOURCING STRATEGY

The Resourcing Strategy is the link between the long-term Community Strategic Plan and the medium-term Delivery Program. It is developed concurrently with the other plans in the Integrated Planning and Reporting Framework. The Strategy details how the strategic objectives of Ku-ring-gai can be achieved in terms of time, money, people and assets. The Resourcing Strategy spans a minimum of ten years and its component parts include:

- ▶ 10-year Long-term Financial Plan
- ▶ 10-year Asset Management Strategy
- ▶ Four-year Workforce Strategy

Navigating the Plans

The diagram below shows the relationship between the Community Strategic Plan, Delivery Program and Operational Plan. The Resourcing Strategy underpins all three plans.



Performance
Summary



Reporting and Measuring Performance

The Integrated Planning and Reporting Framework requires Council to report regularly on its progress towards achieving the community's long term objectives through progress reports on Council's four year Delivery Program and one year Operational Plans.

The End of Term Report, prepared in the year of an ordinary election of councillors, provides information on Council's achievements in implementing the Community Strategic Plan over Council's term and is included in that year's Annual Report.

The effectiveness of the Community Strategic Plan in progressing the community's long term objectives is measured by:

- ▶ completion of Council's Term Achievements – those four year outcomes Council said it would do to progress the Community Strategic Plan
- ▶ outcomes of targets for performance indicators that Council set for long term objectives
- ▶ assessment of long term objectives as being 'on track' for completion in 2030.

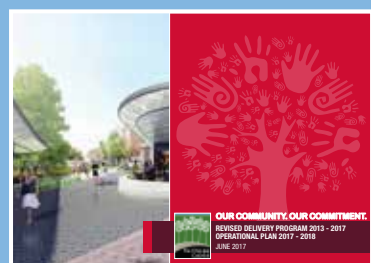
The diagram below illustrates Council's planning and reporting framework for the current year.

PLANNING AND DELIVERY



Ku-ring-gai's Community Strategic Plan 2030

- ▶ 6 themes, 30 long term objectives
- ▶ Adopted June 2013



Delivery Program 2013 - 2017

- ▶ 69 term achievements
- ▶ Adopted June 2013



Resourcing Strategy

- ▶ Long Term Financial Plan
- ▶ Asset Management Strategy
- ▶ Workforce Plan

REPORTING



Annual Report 2015 - 2016



End of Term Report 2013 - 2017

REPORT CARD Community Strategic Plan 2030



Council’s adopted Community Strategic Plan contains 30 Long Term Objectives which have a 10-20 year timeframe.

Progress of Long Term Objectives

Progress for all long term objectives has been assessed as ‘on track’ for the period 2013 – 2017 on the following basis:

- ▶ Term achievements contributing to the long term objectives have either been completed or substantially completed, subject to completion of relatively minor projects and tasks through the 2017 – 2018 Operational Plan;
- ▶ Two long term objectives with ‘uncompleted’ term achievements (see below) have been assessed as ‘on track’ due to the major contribution to progress made by other contributing term achievements.
- ▶ Performance indicators established for the long term objectives, which inform outcomes of the long term objectives, have not impacted on their progress at this point.

30 Long Term Objectives

100%
ON TRACK

The themes identify the community’s aspirations for its future and how Council and other stakeholders will contribute towards their achievement. The theme’s contribution to the Quadruple Bottom Line is indicated by the icons under each long term objective.

QBL KEY



Social



Environmental



Economic









Civic leadership

UNCOMPLETED TERM ACHIEVEMENTS:

P4.1.2 – Planning opportunities are investigated for the revitalisation of the St Ives Centre and surrounding precincts in collaboration with owners, developers, government agencies and local residents.

P5.1.2 – Conservation Management Plans are in place and being implemented for the cultural and heritage assets of the area to ensure their long term viability.

THEME 1: Community, People and Culture

Long Term Objective	Progress	Term Achievement
<i>Issue: Community Wellbeing</i>		
An equitable and inclusive community that cares and provides for its members.	 ✓	Council's policies, programs and advocacy address the social and health needs of all age groups, reduce disadvantage and address gaps in service provision.
		Access has increased for communities that face barriers to using social services and facilities.
		Our community facilities are accessible and function as cultural hubs to attract a range of users.
<i>Issue: Cultural Diversity and Creativity</i>		
A harmonious community that respects, appreciates, celebrates and learns from each other and values our evolving cultural identity.	 ✓	Ku-ring-gai's rich cultural diversity and creativity is celebrated through programs and events.
<i>Issue: Community Participation</i>		
A community where opportunities are provided for all voices to be heard and where community stewardship, participation and engagement is supported and promoted.	 ✓	Our community is engaged in shaping the identity of their local areas and feel secure and socially connected.
		Volunteers are valued, recognised and supported in providing services to the community.
<i>Issue: Healthy Lifestyles</i>		
A community that embraces healthier lifestyle choices and practices.	 ✓	A range of cultural, recreational and leisure facilities and activities are available to encourage social interaction and stimulate everyday wellbeing.
		New and enhanced open space and recreational facilities have been delivered to increase community use and enjoyment.
<i>Issue: Community Health and Safety</i>		
A community where residents feel safe and enjoy good health.	 ✓	Our residents and visitors enjoy clean, safe, friendly and vibrant neighbourhoods.
<i>Issue: Housing Choice and Affordability</i>		
Housing diversity, adaptability and affordability is increased to support the needs of a changing community.	 ✓	Council's planning approach to the provision of housing across Ku-ring-gai addresses the supply, choice and affordability needs of the community.
		Diversity and supply of new housing has been investigated to provide safe and responsive housing that addresses the changing population.
		Plans encourage enhanced adaptability to allow for ageing in place, accessibility and sustainable housing.

REPORT CARD Community Strategic Plan 2030



THEME 1: Community, People and Culture

Issue: Emergency Management

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



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

THEME 2: Natural Environment

Long Term Objective

Progress

Term Achievement

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

A community empowered with knowledge, learning and information that benefits the environment.



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

Increased community action that benefits the environment.

Issue: Natural Areas

Our bushland is rich with native flora and fauna.



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

Ecological protection and understanding is integrated with land-use planning.

Issue: Natural Waterways

Our natural waterways and riparian areas are enhanced and protected.



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

Ecological protection of our waterways is integrated with land-use planning.

Issue: Climate Change

A community addressing and responding to the impacts of climate change and extreme weather events.



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

Council's vulnerability to climate change is reduced.

Issue: Sustainable Resource Management





A community progressively reducing its consumption of resources and leading in recycling and reuse.



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

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

THEME 3: Places, Spaces and Infrastructure

Long Term Objective	Progress	Term Achievement
<i>Issue: Preserving the unique visual character of Ku-ring-gai</i>		
Ku-ring-gai's unique visual character and identity is maintained.	 ✓	<p>Opportunities are provided to our community to contribute to plans for enhancing the local area and visual amenity of our centres.</p> <p>Strategies, plans and processes are in place to protect and enhance Ku-ring-gai's unique landscape character.</p> <p>Place making programs are being implemented for selected Council owned areas.</p>
<i>Issue: Managing Urban Change</i>		
A robust planning framework is in place to deliver quality design outcomes and maintain the identity and character of Ku-ring-gai.	 ✓	<p>Strategies, plans and processes are in place to effectively manage the impact of new development.</p> <p>Community confidence has continued in our assessment, regulatory and environmental processes.</p>
<i>Issue: Quality Urban Design and Development</i>		
The built environment delivers attractive, interactive and sustainable living and working environments.	 ✓	A high standard of design quality and building environmental performance is achieved in new development.
<i>Issue: Revitalisation of our centres</i>		
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.	 ✓	<p>Plans to revitalise local centres are being progressively implemented and achieve quality design outcomes in collaboration with key agencies, landholders and the community.</p> <p>Planning opportunities are investigated for the revitalisation of the St Ives Centre and surrounding precincts in collaboration with owners, developers, government agencies and local residents.</p> <p>An improvement plan for Gordon Centre is being progressively implemented in collaboration with owners, businesses and state agencies.</p> <p>An improvement plan for Lindfield Centre is being progressively implemented in collaboration with owners, businesses and state agencies.</p>

REPORT CARD Community Strategic Plan 2030



THEME 3: Places, Spaces and Infrastructure

Issue: Heritage that is Protected and Responsibly Managed

Ku-ring-gai's heritage is protected, promoted and responsibly managed.



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

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

Local, aboriginal and cultural history is recognised and promoted.

Issue: Enhancing recreation, sporting and leisure facilities

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



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

A program is being implemented to improve existing recreation, sporting and leisure facilities and facilitate the establishment of new facilities.

Issue: Enhancing community buildings and facilities

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



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

Usage of existing community buildings and facilities is optimised.

Issue: Improving the standard of our infrastructure




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



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

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

THEME 4: Access, Traffic and Transport

Long Term Objective	Progress	Term Achievement
<i>Issue: Integrated and Accessible Transport</i>		
A range of integrated transport choices are available to enable effective movement to, from and around Ku-ring-gai.		<p>✓ Public transport connections are accessible to all age groups and match the travel needs of the community.</p> <p>A network of safe and convenient links to local centres, major land uses and recreation opportunities is in place.</p> <p>Advocate to relevant Government agencies and private companies for integrated public transport facilities and service improvements that meet community needs.</p> <p>The community is informed, educated and encouraged to use alternative forms of transport.</p>
<i>Issue: Local Road Network</i>		
The local road network is managed to achieve a safe and effective local road network.		<p>✓ Road network safety and efficiency are improved and traffic congestion is reduced.</p>
<i>Issue: Regional Transport Network</i>		
An accessible public transport and regional road network that meets the diverse and changing needs of the community.		<p>✓ A strategic access, traffic and transport plan is being implemented for the Northern Sydney Region.</p> <p>Council engages with the State government to upgrade regional roads and reduce congestion in the local road network.</p>

THEME 5: Local Economy and Employment

Long Term Objective	Progress	Term Achievement
<i>Issue: Promoting Ku-ring-gai's business and employment opportunities</i>		
Ku-ring-gai is an attractive location for business investment.		<p>✓ Ku-ring-gai's opportunities and assets are promoted to strengthen and attract business and employment to the area.</p> <p>Opportunities are pursued to strengthen our local and neighbourhood centres to promote small and medium businesses in Ku-ring-gai.</p>

REPORT CARD Community Strategic Plan 2030



THEME 5: Local Economy and Employment

Issue: Partnering for business and employment growth

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



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.

Issue: Visitation opportunities

Ku-ring-gai has a range of activities and experiences that attract visitors.



Tourism business has been strengthened and expanded.

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

THEME 6: Leadership and Governance

Long Term Objective

Progress

Term Achievement

Issue: Leadership

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



The aspirations, objectives and priorities of our community are reflected in Ku-ring-gai's Community Strategic Plan and inform Council's policy development, decision making and program delivery including responses to government policy and reforms.

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

Partnerships are established with government agencies, regional and local organisations and community groups and are working to achieve Ku-ring-gai's community outcomes.

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

Issue: Financial capacity and sustainability

Council rigorously manages its financial resources and assets to maximise delivery of services.



Council maintains and improves its long term financial position and performance.

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

Council expenditure satisfies the needs of the community.

Council has increased its commitment to infrastructure asset management priorities.

THEME 6: Leadership and Governance

Issue: Good Governance and Management

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



Council's integrity and operating effectiveness is continually being improved through its leadership, decision-making and policies.

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

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

The organisation is recognised as a leader in sustainability.

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

Issue: Community Engagement

The community is informed and engaged in decision-making processes for community outcomes.



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

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

Performance Indicators

Councils adopted Community Strategic Plan includes a total of 48 Performance Indicators across the six themes. Each Performance Indicator is linked to a Long Term Objective and measured against identified targets with baseline data identified for each.

Below is a summary of Performance Indicators achieved, by Theme, during the term of Council. Further details of results for the performance indicators by theme are provided in **Appendix 1**.

	Total	Achieved
Community, People & Culture	10	9
Natural Environment	10	9
Places, Spaces & Infrastructure	10	10
Access, Traffic & Transport *	5	2
Local Economy & Employment *	6	2
Leadership & Governance	7	7
TOTAL	48	40 (83%)

*No data available – see **Appendix 1** for details.



FURTHER INFORMATION showing the completion or progress of Term Achievements for each Long Term Objective can be found in **Appendix 1**

REPORT CARD Delivery Program 2013-2017



Council’s Delivery Program 2013-2017 includes Councils Term Achievements. Term Achievements are those things that Council said it would do during its term of office to progress the Long Term Objectives in the Community Strategic Plan.

The pie chart below shows the percentage of Council’s Term Achievements that were completed, substantially completed or not completed over the four year time period 2013 – 2017. **Table 1** indicates the number of Term Achievements completed by Theme.

SUMMARY

- ▶ 57 completed
- ▶ 10 behind schedule due to delays or deferral of contributing Critical Actions or Operational Plan Tasks – see **Appendix 1** for further details.
- ▶ 2 not completed
- ▶ **69 Total**

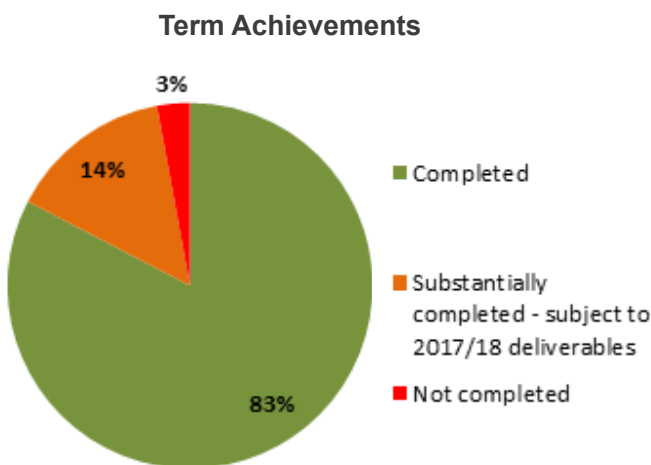


Table 1: Summary of Term Achievements by Theme

Theme	✓ Completed	● Substantially completed – subject to 2017/18 deliverables	● Not completed	Total
Community, People & Culture	11	2	0	13
Natural Environment	9	1	0	10
Places, Spaces & Infrastructure	12	5	2	19
Access, Traffic & Transport	6	1	0	7
Local Economy & Employment	5	0	0	5
Leadership & Governance	14	1	0	15
Total	57	10	2	69

Term Achievement Exceptions

Following the June bi-annual² reporting period, Council identified 12 Term Achievements which were not progressing to schedule. As reported, these exceptions are marked with an amber traffic light (item substantially completed – subject to 2017/18 deliverables) or a red traffic light (item has not been completed). The information below provides a summary of these exceptions with the remaining commentary available in **Appendix 1** for Term Achievements that have been successfully completed.

● SUBSTANTIALLY COMPLETED – SUBJECT TO 2017/18 DELIVERABLES

THEME 1: Community, People and Culture

Progress	Description	Comments
●	Our community facilities are accessible and function as cultural hubs to attract a range of users.	<p>This four year Term Achievement has been substantially completed with regard to the accessibility and functionality of community facilities.</p> <p>Key achievements include the construction and opening of the Ku-ring-gai Fitness and Aquatic Centre in 2014/15. A very successful partnership was developed between Council and the YMCA to manage the centre which has resulted in higher than anticipated membership and attendance numbers, along with increased income. Improvements to the centre include a new heater for the outdoor pool which has provided year round accessibility and planning for an accessible hoist for the adult change rooms.</p> <p>Delays in the progression of this Term Achievement were due to bush fire risk management issues affecting the suitability of the proposed location for Council's new cultural and environmental education centre at the Wildflower Garden site. Continuing investigations into an alternative site within the Precinct is included in Council's adopted 2017–2018 Operational Plan.</p>
●	Diversity and supply of new housing has been investigated to provide safe and responsive housing that addresses the changing population.	<p>This four year Term Achievement has been substantially completed with regard to Council's investigation into the diversity and supply of new housing that addresses Ku-ring-gai's changing population.</p> <p>Achievements over the four year period include investigation into potential opportunities to develop partnerships with stakeholders to provide affordable housing choices.</p> <p>Council has also contributed to the ongoing policy debate on affordable housing through representations and collaboration with the NSW Department of Planning & Environment and the Greater Sydney Commission.</p> <p>Further progression of this Term Achievement is dependent on the Greater Sydney Commission's development of a broader policy framework for the provision of affordable housing, as part of the Plan for Growing Sydney and associated District Plans. This should provide clearer direction with Council's future policy responses to the issue of affordable housing.</p>

² Ku-ring-gai Council June 2016/17 Bi-annual Report. [accessed 11 August 2017] www.kmc.nsw.gov.au/deliveryprogram

REPORT CARD Delivery Program 2013-2017



THEME 2: Natural Environment

Progress	Description	Comments
●	Strategies and plans are relevant and implemented to improve the conservation and recovery of flora and fauna.	<p>This four year Term Achievement has been substantially completed with regard to the development and revision of policies and plans to improve the conservation and recovery of flora and fauna.</p> <p>During the four year period Council adopted a revised Biodiversity Policy, Water Sensitive City Policy, Dumping and Encroachment in Bushland Policy, Fauna Management Policy and Climate Change Adaptation Strategy, that all include objectives and management actions to improve the conservation and recovery of flora and fauna within Ku-ring-gai.</p> <p>Delays in the progression of this Term Achievement were due to rescheduling of the review of the Natural Areas (Bushland Reserves) Plan of Management, which is included for preparation in Council's adopted 2017 – 2018 Operational Plan.</p>

THEME 3: Places, Spaces and Infrastructure

Progress	Description	Comments
●	Strategies, plans and processes are in place to protect and enhance Ku-ring-gai's unique landscape character.	<p>This four year Term Achievement has been substantially completed with regard to the development and implementation of strategies, plans and processes to protect and enhance Ku-ring-gai's unique landscape character.</p> <p>Key achievements are the contemporary controls contained in Council's new Development Control Plans which are monitored for consistency with Council's policies and planning documents to protect and enhance Ku-ring-gai's unique landscape character.</p> <p>Delays in the progression of this Term Achievement were due to the postponement of Council's No Net Loss Policy as a result of the current NSW land management and biodiversity conservation reforms. Development of the No Net Loss Policy has been rescheduled and included in Council's adopted 2017 – 2018 Operational Plan.</p>
●	Plans to revitalise local centres are being progressively implemented and achieve quality design outcomes in collaboration with key agencies, landholders and the community.	<p>This four year Term Achievement has been substantially completed with the development of plans to revitalise local centres being significantly progressed over the four year period to achieve quality design outcomes in collaboration with key stakeholders.</p> <p>Key achievements include Council receiving the Greater Sydney Commission award for Lindfield Hub and the Activate Ku-ring-gai program, and the Parks and Leisure Association Award for the Activate Ku-ring-gai program. Turrumurra Community Hub won the Australia Award for Urban Design, Policies, Programs and Concepts.</p> <p>Delays in the progression of this Term Achievement were due to limited work completed on the review of Council's Outdoor Dining and Goods on Footpath Policy. This policy is being further reviewed for incorporation into Council's Public Domain Plan as part of Council's adopted 2017 – 2018 Operational Plan.</p>

THEME 3: Places, Spaces and Infrastructure

<p>● A program is being implemented to improve existing recreation, sporting and leisure facilities and facilitate the establishment of new facilities.</p>	<p>This four year Term Achievement has been substantially completed with regard to the delivery of Council's program of improvements to existing recreation, sporting and leisure facilities and the establishment of new facilities.</p> <p>Key achievements include completion and operation of major components of the North Turrumurra Recreation area, completion and opening of the Ku-ring-gai Fitness and Aquatic Centre, and completion of significant new and improved sporting and recreation facilities for Ku-ring-gai.</p> <p>Delays in the progression of this Term Achievement were due to limited work completed on a number of plan of management and master planning projects.</p> <p>These projects have been rescheduled for progression or completion in Council's adopted 2017 – 2018 Operational Plan.</p>
<p>● Standards are developed to improve the condition and functionality of existing and new assets.</p>	<p>This four year Term Achievement has been substantially completed with the majority of planned programs and projects successfully completed during the four year period for the maintenance and refurbishment of Council's buildings and facilities.</p> <p>Key achievements include completion of building upgrades to the Roseville Chase Community Hall and the Roseville Art Centre.</p> <p>Delays in the progression of this Term Achievement were due to the development of sustainability performance standards for Council buildings and facilities not being completed. Finalising development of these standards has been included in Council's adopted 2017 – 2018 Operational Plan.</p>
<p>● Programs for infrastructure and asset maintenance management are delivered in accordance with the adopted Asset Management Strategy and Plans.</p>	<p>This four year Term Achievement has been substantially completed with the majority of Council's capital works program for roads, drainage and footpaths completed.</p> <p>Key achievements over the four year period include the delivery of Council's capital works program and improvement programs for footpaths, roads and drainage substantially in accordance with agreed timetables and budgets. Substantial parks development and sportsfields programs were completed and maintenance programs for parks, sportsfields and open space areas completed to schedule.</p> <p>The funding available from Council's approved infrastructure levy and other operational improvements also allowed Council to expand its asset renewal programs and continue to 'close the gap' on the infrastructure renewal backlog over the past four years. A review of asset information and the infrastructure backlog during the period also resulted in improved prioritisation of asset renewal programs.</p> <p>Council now has a complete suite of Asset Management Plans for all infrastructure assets. The review of these plans is ongoing as part of continuous improvement and to reflect data accuracy.</p> <p>There were some delays in drainage works over the period. These works and some roadworks were rescheduled for completion in Council's adopted 2017 – 2018 Operational Plan.</p>

REPORT CARD

Delivery Program

2013-2017



THEME 4: Access, Traffic and Transport

Progress	Description	Comments
●	Public transport connections are accessible to all age groups and match the travel needs of the community.	<p>This four year Term Achievement has been substantially completed over the four year period with implementation of Council's Bike Plan well progressed, development of a draft Pedestrian Access and Mobility Plan (PAMP) and incremental progress made on upgrading bus shelters.</p> <p>Key achievements over the four year period included collaboration with Transport for NSW on the design and construction of the new Gordon bus/rail interchange including new commuter parking, planning for long term parking needs in other Ku-ring-gai centres, 9km of new and upgraded cycle paths and pedestrian improvement works implemented or being incorporated into Council's Major Projects and associated upgrade works. Council staff also continued to consult with Transport for NSW on key projects within the local centres and broader local government area to improve public transport access and connections.</p> <p>Delays in the progression of this Term Achievement were due to delays in the upgrade of bus stops, finalisation of the PAMP and continuation of the next stage of the Bike Plan which all require input or approvals from various responsible agencies and stakeholders.</p> <p>The upgrade of identified bus stops, in accordance with the <i>Disability Discrimination Act, 1992</i> was also delayed due to other high priority capital works.</p> <p>Delayed projects have been included in Council's adopted 2017 – 2018 Operational Plan.</p>

THEME 6: Leadership and Governance

Progress	Description	Comments
●	Council maintains and improves its long term financial position and performance.	<p>This four year Term Achievement has been substantially completed.</p> <p>Key achievements over the four year period include Council's achievement of operating surpluses in all financial years to enable investment in infrastructure, with healthy cash reserves and liquidity, and an affordable level of debt within industry benchmarks.</p> <p>During this four year term, Council was also assessed by IPART as meeting all of the financial criteria for being Fit for the Future.</p> <p>Delays in the completion of this Term Achievement were due to delays in divesting Council assets to achieve the recycling of capital and to enable additional investment in infrastructure.</p>

 NOT COMPLETED

THEME 3: Places, Spaces and Infrastructure

Progress	Description	Comments
	Planning opportunities are investigated for the revitalisation of the St Ives Centre and surrounding precincts in collaboration with owners, developers, government agencies and local residents.	<p>This four year Term Achievement has only been partially completed. Planning opportunities are being investigated for the revitalisation of the St Ives Centre and surrounding precincts in collaboration with owners, developers, government agencies and local residents. The St Ives shopping village is a key stakeholder in the revitalisation program and progress is contingent on a formal planning proposal as the basis for implementing a masterplan for the area.</p> <p>The first stage reclassification is underway along with preliminary land investigations and planning processes.</p> <p>Further progression of this Term Achievement is delayed pending submission of a formal planning proposal from key landowners.</p>
	Conservation Management Plans are in place and being implemented for the cultural and heritage assets of the area to ensure their long term viability.	<p>This four year Term Achievement has only been partially completed with progress affected by limited potential funding and staff resources. Suitable external funding remains unavailable for this project. Options for prioritising Conservation Management Plans for Council owned heritage places are currently being considered and availability of funding internally.</p> <p>A revised priority list of Council owned buildings that require a Conservation Management Plan will be prepared along with options for internal funding as part of Council's adopted 2017 - 2018 Operational Plan.</p>

REPORT CARD

Financial Performance



Objectives

Council's overall guiding principle is to maintain a strong and sustainable financial position, underpinned by a sound income base and commitment to financial control to ensure the effective and efficient delivery of services, facilities and infrastructure required by the community.

Expenditure and Income

Council manages about \$1.1 billion worth of assets infrastructure including roads, bridges, halls, land, recreation and leisure facilities, drains, parks and property. Income is from rates on property, government grants, interest on investments, user charges and fees. Expenses are for construction, maintenance, wages, grants to community groups and many other services to the community like libraries, immunisation and bush regeneration programs.

Achieved performance measures and benchmarks

Council achieved all of its performance measures and benchmarks between 2013 -2017 with the exception of the Asset Renewals Ratio and Backlog Ratio. Delays in achieving these indicators were due to delays in divesting Council assets to enable additional investment in infrastructure.

Achieved a strong operating result

Council achieved operating surpluses for each of the financial years 2013/14 – 2016/17. An operating surplus means that Council's revenue exceeded both the cost of running its day to day operations and the depreciation of its assets for those years. A comparison of our Operating Results (before and after capital income for the years 2013/14 to 2016/17 is provided in the graphs below.

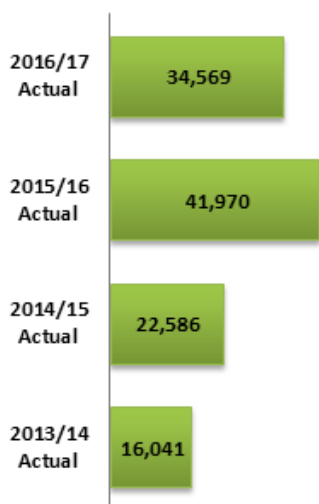
Achieved sound working capital

Working capital is a measure of Council's liquidity and ability to meet its financial obligations as they fall due. It is one of the primary measures of the overall financial position of Council, which allows for unforeseen expenditure or reductions in revenue.

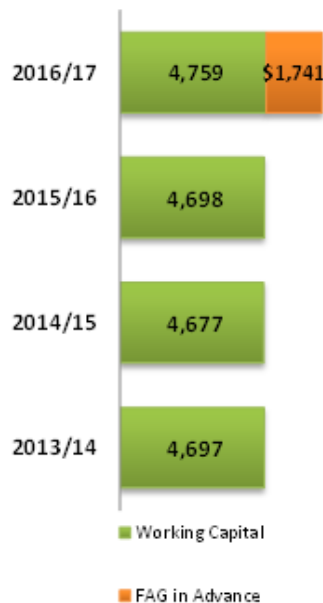
Council's available working capital for the period 2013 – 2017 was in line with targets identified in each of Council's Annual Budgets. This level of working capital highlights an adequate liquidity position with Council being able to meet its short term financial liabilities when they fall due.

The graph below provides a comparison of Council's working capital for the last four financial years.

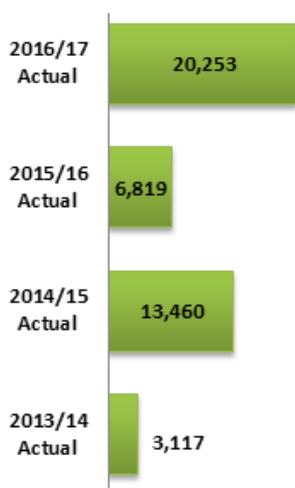
**Net Operating Result \$'000
(Surplus)**



Working Capital



**Net Operating Result \$'000
(Before capital grants and contributions)**



The financial information presented in this End of Term Report is subject to completion of Council's end of financial year review and external audit review and will be reported to Council as part of the draft Financial Statements for 2016/17. Final Audited Financial Statements for 2016/17 will be included in Council's 2016/17 Annual Report and published in November 2017.

REPORT CARD Services & Facilities



In 2014 and 2017 Council commissioned independent community research to examine the community’s priorities, attitudes and perceptions towards Council’s services and facilities.

This research was conducted by Micromex Research and included 44 services and facilities in 2014 and 45 in 2017.

The key objectives³ of the research were to:

- ▶ assess and establish the community’s priorities and satisfaction in relation to Council activities, services, and facilities;
- ▶ identify the community’s overall level of satisfaction with Council’s performance;
- ▶ identify top priority areas for Council to focus on; and
- ▶ compare the research results for both 2014 and 2017.

Key Satisfaction Trends

- ▶ **87% overall community satisfaction with Council performance**

Overall, 87% of residents were ‘somewhat satisfied’ to ‘very satisfied’ with the performance of Council in the last 12 months. This is an improvement to the mean rating given by residents in 2014, in line with the Metro Benchmark, and significantly higher than the ‘All of NSW’ and ‘Regional’ Benchmarks.

	Overall 2017	Overall 2014
Mean ratings	3.47 ▲	3.29

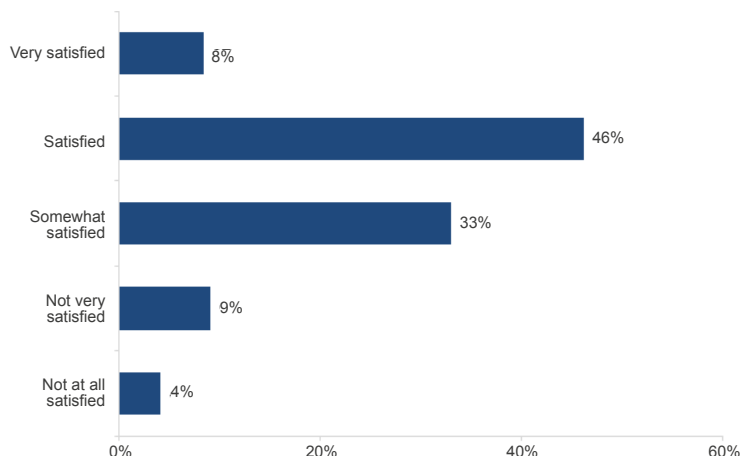
NSW LGA Brand Scores	Metro Benchmark	Regional	All of NSW	Ku-ring-gai Council
Mean ratings	3.45	3.22 ▼	3.31 ▼	3.47 ▲

Note: NSW LGA Brands Scores or benchmark scores were developed by Micromex from a state-wide community research program undertaken in 2012 across all 152 NSW LGAs. Location analysis allowed us to identify various subsets i.e. metropolitan and regional

Scale: 1 = not at all satisfied, 5 = very satisfied

▲ ▼ = A significantly higher/lower level of satisfaction (in comparison to other mean ratings)

Level of resident satisfaction



³ Micromex Research and Consulting, Ku-ring-gai Council: Community Satisfaction Research, March 2017, p5.

Base: N=506

KEY SATISFACTION TRENDS

► 29 services and facilities had significantly increased levels of community satisfaction

Over the same period there were increases in residents' levels of satisfaction across 29 of the comparable 44 services and facilities provided by Council.

The following table shows the change in the mean rating of resident satisfaction for services between 2014 and 2017. The mean rating is based on a scale of 1 to 5, with 1 the lowest and 5 the highest level of satisfaction.

Services/facilities with significantly increased satisfaction	2017	2014
Litter control and rubbish dumping	3.84	3.69
Protection of natural areas and bushland	3.84	3.59
Community safety/crime prevention	3.78	3.58
Access to community facilities	3.73	3.59
Initiatives to reduce waste and improve recycling	3.70	3.52
Condition of waterways and creeks	3.62	3.44
Access to public transport	3.55	3.37
Support for older people	3.53	3.38
Support for people with a disability	3.51	3.24
Public toilets	3.46	2.92
Support for people from diverse cultural & language backgrounds	3.45	3.26
Availability of venues to eat out and socialise	3.45	3.23
Protecting heritage buildings and conservation areas	3.42	3.17
Providing adequate drainage	3.36	3.17
Council provision of information to residents	3.35	3.07
Variety of local activities and experiences	3.33	3.11
Tourism in the local area	3.23	2.86
Revitalisation/beautification of local centres and neighbourhood shops	3.12	2.81
Council advocacy on matters impacting on Ku-ring-gai	3.11	2.68
Initiatives to reduce energy use	3.10	2.88
Management of commercial development	3.05	2.68
Traffic management	3.04	2.85
Management of residential development	3.01	2.56
Development compatible with the local area	3.00	2.44
Long term planning for the Ku-ring-gai area	2.99	2.61
Condition of local roads	2.99	2.58
Opportunities to participate in Council decision making	2.94	2.57
Availability of car parking in the local centres	2.89	2.49
Quality of footpaths	2.81	2.63

SUMMARY

Key Performance Statistics



Four Year Summary 2013 - 2017

	13/14	14/15	15/16	16/17
Number of residents (ERP) (1)	119,027	120,978	122,859	124,179
Number of ratepayers	41,418	41,975	42,336	42,887
Number of businesses in Ku-ring-gai	13,173	13,478	13,572	14,004
Number of jobs in Ku-ring-gai	34,369	35,413	37,447	37,595
Total income	\$116.8 million	\$133.32 million	\$156.02 million	\$151.24 million
Total operating expenses	\$100.82 million	\$110.73 million	\$114.05 million	\$117.67 million
Working capital	\$4.7million	\$4.7 million	\$4.6 million	\$7.2 million
Value of asset infrastructure	\$0.97 billion	\$1.0 billion	\$1.2 billion	\$1.04 billion
Expenditure on Capital works program	\$45 million	\$28 million	\$34 million	\$26 million
Total \$133 million				
Expenditure on road work upgrades	\$8.1 million	\$8 million	\$9.7 million (2)	\$9.8 million
Total – \$35.6 million				
Expenditure on new and upgraded footpaths	\$926,000	\$854,000	\$469,000	\$528,000
Total – \$2.7 million				
Expenditure on new and upgraded parks and playgrounds	\$4 million	\$1.1 million	\$2.4 million	\$3.4 million
Total – \$10.9 million				
Expenditure on new and upgraded sports fields and facilities	\$2.8 million	\$5.8 million	\$6.4 million	\$3.7 million
Total – \$18.7 million				
Total value of development application determinations	\$350 million	\$560 million	\$650 million	\$464 million
Total – \$2.024 billion				
Number of development applications determined.	514	544	602	589
Total – 2,249				
\$ distributed through the Community Grants Program	\$131,834	\$94,150	\$93,744	\$100,506
Total – \$420,234				
\$ distributed for community environmental projects	\$50,278	\$49,902	\$41,000	\$47,000
Total – \$188,180				
Participants in aged and disability services and programs	2,803	5,911	3,278	3,097
Total – 15,089				

	13/14	14/15	15/16	16/17
Participants in youth services and programs	6,502	2,925	5,355	6,240
Total – 21,022				
Visitors to the library	456,287	533,106	492,475	521,650
Total - 2,003,518				
Participants in library programs	8,588	9,264	12,357	12,910
Total – 43,119				
Participants at Council events	65,000	51,000	50,000	45,000
Total – 211,000				
Visitors to the Ku-ring-gai Wildflower Garden	17,900	20,500	30,764	54,880
Total – 124,044				
Participants involved in economic employment forums, workshops and initiatives facilitated by Council.	40	100	370	510
Participants in active recreational programs supported by Council	2,138	1,067	1,717	738
Total – 5,660				
Residents participating in community environmental programs	3,825	4,506	4,993	5,348
Environmental program volunteers supported (BushCare, StreetCare, ParkCare)	812	714	625	619
BushCare, StreetCare and ParkCare sites	160	165	167	152
Tonnes of rubbish diverted from our waterways	2,141	2,496.5	2,043	2,295
Total – 8,975.5 tonnes				
Percentage of household waste diverted from landfill	60%	57%	57%	55%

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

The above figures may have been amended, or are marginally different to those previously reported, to reflect the most accurate data that has become available over the reporting period.

1. ERP – Estimated Resident Population (ABS Census data)
2. While additional funding continued to be redirected from organisational savings, this amount includes Federal and State government funding.

Achievements



Council has received numerous awards during 2013-2017 in recognition of innovation and best practice across various sections of the organisation.

Awards Received

2013/14

▶ **2013 Local Government Excellence in the Environment Awards**

Division C and Overall Category Climate Action Award

Awarded to Council for its Climate Wise Communities Program.

▶ **2013 Parks and Leisure Australia Awards**

NSW Open Space Design and Management Award

Awarded to Council for its Open Space Acquisition Strategy.

NSW Open Space Planning Award

Awarded for Council's design and construction of Greengate Park, Bruce Avenue, Killara.

▶ **2013 Australian Institute of Landscape Architects (AILA) NSW Awards**

AILA Excellence in Planning Award

Awarded to Council for its Open Space Acquisition Strategy.

AILA Research and Communication Award

Awarded to Council for its publication Thinking outside the Box: Key Design Elements for Apartments in Ku-ring-gai.

▶ **2014 AR Bluett Memorial Award – NSW Division of Local Government**

Winner

Ku-ring-gai was the joint winner of the 2014 AR Bluett Memorial Award for being the highest achieving urban council in NSW. This award recognises NSW councils that are the most progressive across all aspects of their operations and services irrespective of size or resources.

▶ **2014 Australasian Reporting Awards (ARA)**

Silver Award – Annual Report 2012/13

Council's 2012/13 Annual Report received a Silver Award for distinguished achievement in reporting from the Australasian Reporting Awards (ARA) 2013 in the category of Public Administration – Local Government.

▶ **NSW Minister's Awards for Women in Local Government**

Senior Staff Member at a Metropolitan NSW Council

Awarded to Janice Bevan – Director Community, Ku-ring-gai Council in recognition of her role as a senior staff member.

2014/15

▶ **2015 Parks and Leisure Australia Awards NSW Event Award**

Awarded to Council for the inaugural St Ives Medieval Faire, held in September 2014 over two days, with over 12,000 people attending. The St Ives Medieval Faire won the NSW event award for originality, community engagement and its focus on sustainability. The events award category recognises 'events and/or festivals which promote and enhance opportunities for the good use of leisure time and social, environmental and economic benefits to the community'.

▶ **2014 NSW Local Government Excellence Awards**

Finalist

Excellence in Environmental Leadership and Sustainability

Awarded to Council in the Excellence in Environmental Leadership & Sustainability category for the Loving Living Ku-ring-gai brand which represents Council's comprehensive and integrated range of environmental and sustainability programs and initiatives which are being delivered in response to the community's aspirations in Council's Community Strategic Plan 2030.



St Ives Medieval Faire

Achievements



► 2014 Sustainable Cities Awards

Highly Commended

Community Actions and Partnerships NSW

Council received this award for the Loving Living Ku-ring-gai program within the Community Actions and Partnerships Award New South Wales category.

► 2014 Planning Institute Australia (NSW) – Planning Excellence Awards

Commendation – Plan to Place

From Plan to Place awarded to Council for the Ku-ring-gai Open Space Acquisition Strategy.

Council officially received this award in November 2014.

► 2014 Planning Institute Australia (Australia) – Australian Award for Urban Design – Policies, Programs and Concepts – Small Scale

Commendation – Urban Design Policies

Awarded to Council for 'Thinking Outside the Box' - Key Design Elements for Apartments in Ku-ring-gai booklet.

► 2015 Australasian Reporting Awards (ARA)

Gold Award – Annual Report 2013/14

For the first time Council's 2013/14 Annual Report received a Gold Award for overall excellence in annual reporting from the Australasian Reporting Awards (ARA) 2015 in the category of Public Administration – Local Government.

► 2015 NSW Revenue Professionals David Ellis Award

Winner, Robert Hay, Revenue Accountant, Ku-ring-gai Council

Received by Robert in recognition of his contribution in setting up the new Revenue Professionals website. The website is used by members as an information source on all matters regarding revenue and rating management in Local Government.

2015/16

► 2015 NSW Local Government Excellence in Environment Awards

Highly Commended

Excellence in Environmental Policies, Planning and Decision-Making

Awarded to Council in the Excellence in Environmental Policies, Planning and Decision-Making category for our bushland management program. This program represents one component of Council's comprehensive and integrated range of environmental and sustainability programs and initiatives which are being delivered in response to the community's aspirations in Council's Community Strategic Plan 2030.

► 2016 Australasian Reporting Awards (ARA) Gold Award

Annual Report 2014/15

For the second consecutive year Council's 2014/15 Annual Report received a Gold Award for overall excellence in annual reporting from the Australasian Reporting Awards (ARA) 2016 in the category of Public Administration – Local Government.

2016/17

► 2016 Australian Urban Design Awards

Australia Award

Council jointly won this award for Urban Design, Policies, Programs and Concepts (Large Scale) for the Turramurra Community Hub Master Plan.

► 2017 Parks and Leisure Australia Awards of Excellence

Leisure and/or Open Space Planning Award

Awarded to Council for the Activate Ku-ring-gai strategy of urban renewal and transformation for the biggest urban development projects in the Councils' history. The aim is to revitalise the local centres of Turramurra, St Ives, Gordon, Pymble, Lindfield and Roseville. This is identified as a long-term goal in the Council's Community Strategic Plan which sets out the community's vision. There are currently a number of projects underway across three local centres Lindfield, Turramurra and Gordon.

► **2017 Greater Sydney Planning Awards – Greater Sydney Commission**

Commendation Greater Integrated Planning Project category – Lindfield Hub masterplan

Commendation Great Plan category – Activate Ku-ring-gai program of urban renewal in retail centres.

These awards celebrate innovative projects that demonstrate high quality integration of social, economic and environmental considerations. The awards evening hosted by Lucy Turnbull, Chief Commissioner of the Greater Sydney Commission, were presented across six categories with a total of 47 nominations.

► **2016 NSW Government through the Resilient Australia Awards**

Climate Wise Communities program

Council won the award for the program, which has been running for the past five years, to help local residents self-assess their vulnerability to severe weather events.



Pozieres France KC Sister City

Achievements



The following section provides a snapshot of key achievements over the four year period 2013 – 2017. Some contribute to more than one Term Achievement in Council's Delivery Program and Long Term Objective in the Community Strategic Plan.

Detailed information on Council's achievements for the 2013/14, 2014/15 and 2015/16 financial years can be found in Annual Reports on Council's website⁴. The 2016/17 Annual Report will be published on Council's website in November 2017. Information on current Council services and programs are also available on the website.

Major Strategic Projects

Planning and construction for major strategic projects⁵ necessarily take some years to complete due to their scale and complexity, with the benefits to community often not fully realised until future years. Over the 2013 – 2017 period Council successfully progressed projects to design or construction and practical completion in partnership with residents, the business community and other stakeholders. Examples include:

KU-RING-GAI FITNESS AND AQUATIC CENTRE (KFAC) – COMPLETED

Since its official opening in October 2014 the \$1.7million Ku-ring-gai Fitness and Aquatic Centre has surpassed expectations for user numbers and customer satisfaction and strengthened Council's response to health and wellbeing in the community.

NORTH TURRAMURRA RECREATION AREA (NTRA) – NEAR COMPLETION

This project is one of the largest Council has undertaken in recent years, at a total cost of \$28 million. All playing fields have been completed along with the golf course. When finished the area will also provide picnic facilities, walking trails and areas of natural bushland.

ACTIVATE KU-RING-GAI PROJECTS – PROGRESSED

Council is leading the revitalisation of the area's local centres through a series of targeted urban renewal initiatives which form part of the award-winning Activate Ku-ring-gai development program. Activate Ku-ring-gai⁶ aims to revitalise our local centres in a staged program of urban renewal and redevelopment which represents years of conscientious work and close involvement with our community. Ku-ring-gai's local centres include Turramurra, St Ives, Gordon, Pymble, Lindfield and Roseville. Revitalising these centres has been identified as long-term goals in Council's Community Strategic Plan and included as Term Achievements in Council's delivery Program. Over the four year period 2013-2017 planning was significantly progressed for Lindfield, Turramurra and Gordon centres as follows:

► **Lindfield Village (Community) Hub**

This is a redevelopment project on a 1.3 hectare Council owned site. The proposal includes a mixed use precinct with community buildings, supermarket, boutique shops, cafes, restaurants and apartments with underground short term and commuter parking.

4 Ku-ring-gai Council's Annual Reports. [accessed 11 August 2017]
www.kmc.nsw.gov.au/annualreport

5 Ku-ring-gai Council's current works and upgrades. [accessed 11 August 2017]
www.kmc.nsw.gov.au/upgrades

6 Ku-ring-gai Council's activate program. [accessed 11 August 2017]
www.kmc.nsw.gov.au/activate



Ku-ring-gai Fitness and Aquatic Centre



Lindfield Village Hub

Achievements



▶ **Lindfield Village Green**

Lindfield Village Green is a project developed out of Council's award-winning Open Space Acquisition Program and aims to transform the existing Council-owned car park on Tryon Road into a contemporary village green by relocating the existing public car parking underground. This will free up the surface and create a new public plaza and park. Also included will be a pavilion building housing a café or restaurant with public toilets in order to activate the space for a longer period during the evening, as well as an elevator and stair access to the basement car park.

▶ **Turrumurra Community Hub**

Council has undertaken significant community consultation and commissioned numerous background studies to inform its decisions when planning for the revitalisation of Turrumurra. The Turrumurra Community Hub will be a mix of community facilities, open space, residential uses and retail, all designed to breathe new life into Turrumurra Local Centre.

▶ **Gordon Cultural and Civic Hub**

Council is taking a considered strategic approach to the planning of Council owned land within the Gordon local centre and will maximise the opportunity to work collaboratively with major new landowners to play a role as catalyst for the revitalisation and activation of Gordon local centre.

OPEN SPACE ACQUISITION PROGRAM – CONTINUED

Council continued to implement its long term award-winning Open Space Acquisition Strategy to provide much needed parkland for the community to meet the needs of a growing population. Between 2013-2017 Council acquired an additional 3,400 square metres of land for new local open space worth \$8.8million. New parks completed during the period included Greengate Park, Killara; Curtilage Park, Wahroonga and Cameron Park, Turrumurra. Greengate Park was awarded the NSW Open Space Design and Management Award by Parks & Leisure Australia. A second award – the NSW Open Space Planning Award – was presented to Council for its Open Space Acquisition Strategy. The program was also recognised in 2013 with an award from the Australian Institute of Landscape Architects, NSW.

B2 LAND SUBDIVISION, SOUTH TURRAMURRA – COMPLETED

This land was originally reserved for the now discontinued B2 freeway link between the M1 and the M2. Council and the NSW Government jointly developed the land into a 26 lot residential subdivision with lots ranging from 844 square metres up to 1,563 square metres; the construction of a new link road between Chisholm Street and Barwon Avenue, South Turrumurra and significant upgrade works along the creek corridor, including construction of an artificial wetland. Construction of infrastructure and road works were completed in 2014/15 and all lots were sold.

REVITALISATION OF LOCAL NEIGHBOURHOOD CENTRES

Council progressed its program for the revitalisation of local neighbourhood shopping centres. Projects included:

▶ **Princes Street Shops, Turrumurra**

The Princes Street Shops received a \$600,000 upgrade offering a better shopping experience and making it easier for people to park, shop and socialise. The new area offers an expansive paved public area, improved accessibility, much needed landscaping, as well as creating a new outdoor dining experience with tables flowing onto the street.

▶ **The Mall shops, St Ives Chase**

More recently works commenced to upgrade The Mall Shops at Warrimoo Avenue, St Ives following community consultation as part of Council's neighbourhood centre projects.

Natural Environment

One of the community's top priorities is protecting and enhancing Ku-ring-gai's natural environment. In response Council set exacting term achievements in its Delivery Program that would significantly move environmental programs forward. Over the four year period a comprehensive and successful program has been delivered which has achieved nearly all term achievements. This included a range of environmental programs and initiatives developed to address the needs of Ku-ring-gai and build capacity in the community to contribute to protection of the environment and sustainability. Many of these enhancement programs were funded by the community's endorsed environmental levy.



North Turramurra Recreation Area (NTRA)

Council's own sustainability performance was also enhanced, consistent with industry best practice, with a range of energy efficiency measures and renewable energy projects implemented in Council's community buildings and facilities.

Key achievements included:

BUSHLAND MANAGEMENT

Through the NSW Government's Linking Landscapes program, Council created a 99 hectare biobanking site at Rofe Park, Sheldon Forest and Comenarra Creek Reserve, with over \$2 million dollars (including a \$1.6 million grant) secured for annual, in perpetuity funding for the management of the 3 reserves for the purpose of biodiversity conservation.

In recognition of its bushland management program Council received a Highly Commended Award in 2015/16 in the Local Government NSW's Excellence in the Environment Awards.

ENVIRONMENTAL PROGRAMS AND INITIATIVES

Long term environmental initiatives, funded from Council's Environmental Levy, continued to improve Ku-ring-gai's native bushland and waterways, protect our biodiversity and conservation values and reduce energy and water usage. Some initiatives, such as the Climate Wise Communities program and our Wild Things program, received both

national and international recognition for their innovation and positive results.

Programs and initiatives delivered by the Environmental Levy include, but are not limited to:

- ▶ **Urban water management**, including the installation of stormwater harvesting systems, sediment and filter basins, biofilter systems, gross pollutant traps, creek stabilisation works and water quality and macroinvertebrate sampling across the Local Government Area (LGA). See map, on page 47.
- ▶ **Energy management**, involving the delivery of a range of renewable energy and energy efficiency projects such as HVAC upgrades, LED lighting upgrades and intelligent lighting control upgrades, the installation of solar PV, solar hot water upgrades and the installation of energy management tools such as Building Management System (BMS) controls and sub-metering.
- ▶ **Biodiversity management**, including bush regeneration activities in 37 of Council's high value bushland reserves, including two reserves subject to a Conservation Agreement (Browns Forest and the Ku-ring-gai Flying-Fox Reserve) and reserves containing Endangered Ecological Communities (EECs) and threatened flora and fauna species, ecological burns and fauna monitoring and management. See image, on page 47.

Achievements



- ▶ **Bush fire risk management**, including fire trail construction and maintenance.
- ▶ **Council's environmental volunteering program**, whereby over 600 volunteers dedicate over 12,000 volunteer hours per year at over 150 sites within Ku-ring-gai on bush regeneration activities.
- ▶ **Council's dumping and encroachment in bushland program**, which manages unauthorised dumping or encroachments from private properties on to Council-managed bushland reserves.
- ▶ **Council's Loving Living Ku-ring-gai community engagement program**, including Water Smart, offering water rebates on raingarden and rainwater tanks to all Ku-ring-gai residents; Energy Smart Savers, providing rebates for energy efficient pool pumps and regular information sessions on energy efficiency and solar power; Smart Units, providing Ku-ring-gai unit blocks with energy, water and waste audits and tailored action plans; Smart Homes, an online web resources for incorporating sustainability into house renovations, retrofits or rebuilds and a sustainable building design event series; Compost Revolution, offering subsidised compost bin or worm farms and online tutorials; Better Business Partnership (BBP), providing a sustainability advice service to small and medium businesses in Ku-ring-gai; Climate Wise Communities, designed to improve community resilience to the impacts of severe weather events as a result of a changing climate at a personal, property and neighbourhood level; and our sustainability event series.
- ▶ **Council's Community Small Grants Program**, assisting the Ku-ring-gai community to deliver small, community based, environmental projects at a neighbourhood level.
- ▶ **Council's Wild Things Program**, which distributes stingless native beehives to Ku-ring-gai residents and assists local residents to convert their unwanted pools into easy-to-maintain ponds rich in biodiversity. See map, right.
- ▶ **Sustainable transport**, through the creation of cycle ways across the LGA.
- ▶ **Community recreation**, such as the construction of the Jubes Mountain Bike Park and the maintenance of walking tracks across the LGA.
- ▶ **Participation in research partnerships**, such as the Cooperative Research Centre (CRC) for Water Sensitive Cities and the University of Technology (UTS) on water management research projects, including investigations into the quality of Council's harvested stormwater.

Infrastructure and Asset Renewal

Over the four year period 2013 – 2017 Council was able to deliver an expanded asset renewal program and continue to 'close the gap' on the infrastructure renewal backlog.

Following extensive community consultation and an 80% endorsement by a community representative group, the NSW Independent Pricing and Regulatory Tribunal (IPART) approved Council's application to continue its Infrastructure – Special Rate Levy permanently, with funds from the levy to be utilised for road improvements. The levy has contributed an additional \$2.7 million each year for improvements to local roads.

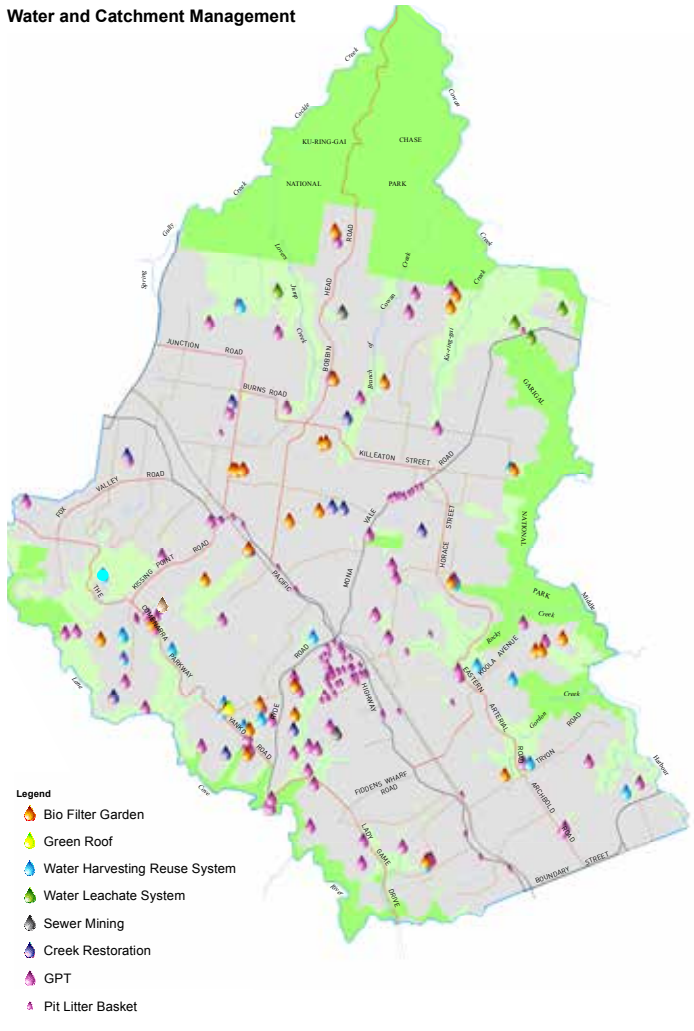
With additional funding already available from Council's previous rates restructure and operational efficiencies a significantly expanded roads program and footpath program was delivered over the period 2013-2017.

This has included \$35.6million expenditure on roadwork upgrades and \$2,777,000 expenditure on new and upgraded footpaths. In addition to these funded programs Council has also expended \$1,974,600 on stormwater drainage and on average \$302,883 on new and upgraded traffic facilities (including grants).

The delivery of Council's expanded capital works program and improvement programs for roads and footpaths has been a significant achievement over the period. Funding required to maintain, renew and upgrade our existing infrastructure continues to be revised annually from Council's Asset Registers, Asset Management Plans and Asset Management Strategy.



Water and Catchment Management



**Ku-ring-gai Council
Native Beehive and Pool to Pond locations**





Solar PV panels being installed



Aerial photo after solar installation

Gordon Library Case Study

WHAT WE DID

As part of Council's commitment to achieve a 20% reduction in Greenhouse Gas (GHG) emissions by 2020, (relative to 2000), Gordon Library was selected for an energy management upgrade. The \$374,000 upgrade was funded by the Environmental Levy and involved:

- ▶ 52kW solar power system installed
- ▶ All lighting upgraded to LED
- ▶ Intelligent lighting controls installed
- ▶ Improvements to air conditioning controls
- ▶ Solar hot water system installed

THE RESULTS

- ▶ GHG reductions **401 tonnes per annum**
- ▶ Energy consumption reduction **60% to 70% per annum**
- ▶ Energy cost savings **> \$36,000 per annum**
- ▶ Maximum demand reduced by **43kW**
- ▶ Simple return on investment **10%**
- ▶ Plus reduced lighting maintenance costs

Jubes Mountain Bike park



Achievements



Sporting Facilities, Parks and Playgrounds

Council continued to work closely with sporting organisations and clubs, user groups and residents to upgrade and build sustainable sports grounds, netball, tennis and multi-sport courts, clubhouse facilities and other recreational facilities and amenities to provide for the needs of the population into the future. Many of these works require staged planning and construction over years to utilise available funding and maximize availability of the facility to users.

Council continued to facilitate improvements through direct funding and construction or funding through a combination of government grants and/or contributions from local organisations. Completion of Ku-ring-gai's first all-weather synthetic playing field, the Charles Bean Sportsfield, and new community centre in 2014 at the former UTS site, Lindfield was facilitated through an earlier Voluntary Planning Agreement between Council and the developer of the site, Defence Housing Australia (DHA).

More recently Council has collaborated with the Department of Education to identify partnership opportunities within existing Department of Education sites which could improve facilities for both students and community access.

SPORTING FACILITIES

- ▶ **North Turramurra Recreation Area**
This nearly completed multipurpose facility includes a championship grade 18 hole golf course, floodlit synthetic and turf multipurpose sportsfields and practice netball courts.
- ▶ **Golden Jubilee Field, North Turramurra**
A major upgrade of this popular baseball ground included two senior and six junior baseball diamonds, floodlights to allow night time training and competition games, practice batting cages, installation of dugouts and scorers' shelters, perimeter exercise path, playground and car park upgrade with more spaces.
- ▶ **Koola Park, East Killara (stages 1-3)**
Stages 1 to 3 of this major upgrade of facilities at Koola Park, East Killara included off field improvements, playing surface reconstruction and extension to create an extra playing field (now 4 in total), new turf and synthetic cricket wickets, field drainage and stormwater control measures, field irrigation, fencing and sports field lighting.
- ▶ **Charles Bean Sportsfield, Lindfield (formerly UTS Lindfield site)**
During 2013/14 Ku-ring-gai's first all-weather synthetic playing field and a new community centre were completed at the former University of Technology Sydney (UTS), Lindfield oval site and dedicated to Council as part of a voluntary planning agreement between Council and the developer of the site, Defence Housing Australia (DHA).
- ▶ **Howson Oval, South Turramurra**
This park upgrade included the reconstruction of the sports field playing surface including new turf, a new synthetic cricket wicket, new fencing, storm water harvesting tank and system and field irrigation and drainage.
- ▶ **Allan Small Park, East Killara**
This sport and recreation precinct at East Killara was upgraded to include a multi sports court, reconstructed sportsfield, floodlights, upgraded tennis pavilion, playground and amenities block.
- ▶ **Jubes Mountain Bike Park, Wahroonga**
A \$20,000 upgrade to the bike park was completed in September 2014. This involved resurfacing of all three tracks to prevent erosion during wet weather, weed removal alongside the tracks and installation of signage.
- ▶ **Other improvements** – Improvements were also implemented at the following sporting facilities:
 - Cliff Oval, North Wahroonga
 - Cliff Oval No.2, North Wahroonga
 - Kent Road Oval, Turramurra
 - Warrimoo Oval, St Ives
 - Tennis court upgrades (Robert Pymble Park, Pymble; Richmond Park Tennis Courts, Gordon; Canoon Road Recreation Area, South Turramurra; Allan Small Park, East Killara; Bancroft Park, Roseville; St Ives Village Green, St Ives; Kent Road, Turramurra; Roseville Park, Roseville).

Achievements



NEW PARKS AND PLAYGROUNDS COMPLETED

Through land acquisition and innovative designs Council increased capacity at existing parks and playgrounds and created new and improved places for play and leisure activities. Key achievements included the following:

- ▶ **Cameron Park, Turramurra extension**
The upgrade and extension to Cameron Park in Turramurra was officially opened in March 2017. As part of its adopted Open Space Acquisition Strategy, Council purchased four residential properties in Gilroy Road, Turramurra adjacent to Cameron Park. This effectively doubled the size of Cameron Park providing over 5,500sqm of public parkland. The park is located near Turramurra Station and the Rohini Street shopping strip, to serve local residents as well as those in nearby suburbs.
- ▶ **Carcoola Reserve (Lapwing), St Ives**
This park, opened in December 2016, provides a playground that accommodates a range of ages and abilities whilst also providing a natural feel and retaining the character of the current site.
- ▶ **Mahratta Curtilage Park, Wahroonga**
Following a subdivision of the Mahratta property in the 1990's approximately 2000m² of land was given to Council. Due to funding priorities in other suburbs of Ku-ring-gai the land remained undeveloped for some time. After completion of a Conservation Management Plan, Council's park design was approved by Heritage NSW and construction was completed in February 2014. The park retains the existing open lawns, perimeter gardens and front fence and gates of the original property with added seats, playground, paths, fences, bubbler and interpretative signage.
- ▶ **Greengate Park, Killara (formerly Bruce Avenue)**
Council identified a need for a new local park in Killara to support new residents of medium-density residential apartments. The park provides a range of accessible and visible spaces for activities such as free running play, an amphitheatre embankment for informal community events and gatherings, a picnic shelter and barbecue, a children's playground, and a quiet contemplative space, all within a landscape setting that complements the character of the neighbourhood. The park was completed and opened to the public in December 2013.

- ▶ **Refurbished parks and playgrounds –** Refurbished parks and playgrounds were also completed at the following locations:

- Wahroonga Park, Wahroonga
- Bancroft Park, Roseville
- Turramurra Memorial Park & Karuah Park, Turramurra
- Loyal Henry, Roseville
- McKenzie Park, Wahroonga
- Bert Oldfield/Killara Park Playground, Killara
- Warrimoo Avenue Shops Playground, St Ives Chase
- Lofberg Road Oval Playground, West Pymble
- Turramurra Memorial Park Playground, Turramurra

Community Facilities

Council provides a range of buildings and facilities that are available for the community for long term lease or for casual or permanent hire. Utilisation rates for halls and meeting rooms have increased significantly across the entire reporting period. To meet this demand Council continued to refurbish and upgrade community facilities to better cater for the diverse needs of the community. Planning also progressed for the development of new multipurpose facilities as part of the Activate Ku-ring-gai program in the Lindfield and Turramurra local centres. Key achievements during 2013 – 2017 included:

- ▶ **Gordon Library – upgrade**
Major upgrade works costing \$1.7million were completed for the community's main Ku-ring-gai library at Gordon to provide a new look, significantly increased services and modern learning hub for all ages. New features of the library included dedicated study and work rooms with device and laptop connectivity, youth area with booth seating for group study, children's area with relocatable furniture, large group communal table with portable acoustic panels for noise reduction, the latest in technology including self-scanning of borrowed items and expanded e-resources.

Gordon Library is the first phase in upgrading and increasing Ku-ring-gai's very popular library facilities and services, which have been operating at capacity for some years. Planning for a new library at Lindfield local centre



Greengate Park



Mahratta Curtilage Park, Wahroonga



AWOL Youth Hub



Cameron Park, Turramurra

Achievements



significantly advanced as part of the new community hub. This will replace the existing facility to cater for the growing usage requirements of the local Lindfield area.

► Caley's pavilion – upgrade

The refurbishment of Caley's Function Centre at the Ku-ring-gai Wildflower Garden has provided an attractive venue and setting for community events, commercial events and weddings. A comprehensive marketing program through website and other marketing material resulted in significantly expanded bookings for summer weddings, functions, birthday parties and special events.

► AWOL

Formerly the Gordon youth centre, the AWOL Youth Hub was refurbished in 2014 after a six-month renovation and refit. The youth centre includes new furnishings, IT equipment and other renovations. Many of the furnishings were made and supplied by the volunteers of the Community Shed at St Ives Showground. AWOL Youth Hub is located next to the Gordon Library and offers free computer access and Wi-Fi, café facilities and creative spaces where young people can socialise or study.

► Other improvements

Improvements were also completed at the following facilities:

- Roseville Art Centre upgrade
- Community Centre upgrade (Babbage Road, Roseville Chase)
- Scout and guide halls

Land Use Planning and Assessment

Since 2013 Council has put in place a full suite of land use plans and planning controls encompassing urban, biodiversity, heritage and natural areas. These include:

NEW PRINCIPAL LEP AND DCP

The Ku-ring-gai Local Environmental Plan 2015 was gazetted and came into effect in 2015. The LEP provides the framework by which local land use planning can be undertaken in a more integrated and strategic manner. It addresses planning issues such as sustainability, physical and social Infrastructure, natural and built environment, heritage, housing and employment. It also provides greater

environmental protection through the introduction of new environmental zones, as well as map overlays linked to local biodiversity areas and riparian lands.

The Ku-ring-gai Development Control Plan (DCP) also came into effect in 2015 to set out detailed guidelines for the location and design of future development and help ensure new development is consistent with the local character, that development retains valuable elements of the site and its surroundings, that the amenity of neighbouring properties is not compromised by development and any development is of a high design standard.

Significant amendments to both the Ku-ring-gai Development Control Plan and the Ku-ring-gai Local Centres Development Control Plan were adopted by Council and came into effect in June 2016. The changes to the planning controls were aimed at improving outcomes for medium and high density development in Ku-ring-gai, such as townhouses, residential apartment buildings and mixed use buildings. This includes ensuring buildings are well designed, relate positively to the natural and built landscape of Ku-ring-gai, take account of neighbouring buildings and maintain coherent streetscapes. The revised controls are in line with state government planning legislation.

HERITAGE CONTROLS

Other significant inclusions in the plans are heritage conservation areas and additional items of heritage significance which may include architectural buildings, trees and gardens. This follows a comprehensive review of Ku-ring-gai's heritage items and controls as part of the preparation of the new LEP and DCPs.

RIPARIAN AND BIODIVERSITY CONTROLS AND GUIDELINES

Ku-ring-gai's new Local Environmental Plan also includes planning provisions to protect biodiversity and riparian lands. The biodiversity provisions in the plan seek to protect, maintain and enhance biodiversity in Ku-ring-gai. This includes the protection and recovery of native flora and fauna, (including species and ecological communities listed as threatened in State or Federal legislation), their habitat and linkages between habitat areas. The riparian provisions seek to protect or enhance waterways and riparian land in Ku-ring-gai and its downstream catchments.

Achievements



Economic Development

Over the 2013-2017 period Council pursued opportunities and progressed initiatives to attract business and employment to Ku-ring-gai. This work focussed on small business support, employment growth, enhanced tourism opportunities as well as new investment and growth in local centres. Key achievements over the period include:

STRENGTHENING LOCAL BUSINESS THROUGH PARTNERSHIPS

Council continued to forge stronger relationships with local business and regional organisations and associations to help our local business community. Council became a member of the Small Business Friendly Council's program, an initiative of the Office of the NSW Small Business Commissioner and NSW Business Chamber, to assist Councils to work with and support local businesses. Currently 70 metropolitan and rural Councils have joined the program, representing over 360,000 small businesses and more than 50 per cent of all small businesses in the state.

REGIONAL ECONOMIC CO-OPERATION

Council collaborated with neighbouring Councils to determine areas for economic growth. Partnerships are active with the Northern Beaches Council and Ku-ring-gai is working closely to complement the Better Business Partnership Program in northern Sydney. Staff are also active participants in Economic Development Australia events and benefit from these learning and networking opportunities to develop strategies to better support local businesses. Council maintains ongoing dialogue with local Chambers of Commerce and business groups to implement economic development priorities and actions.

PROMOTED LOCAL ACTIVITIES AND EVENTS

Events are an important factor in attracting visitors and feature prominently in the development and marketing plans of most destinations. These events, which have the potential to attract visitors from all over Sydney and beyond, were supported by extensive marketing campaigns. The events also provided opportunities for local businesses to promote their services, with the aim of strengthening local and neighbourhood business centres.

INCREASED VISITORS AND TOURISM OPPORTUNITIES

During 2013-2017 Council developed its reputation for delivering interesting and successful events with regional and national prominence. Visitation numbers significantly increased at the St Ives Precinct, including the Ku-ring-gai Wildflower Garden, as a result of Council's successful events and promotional activities. A highlight of these events is the successful Medieval Faire, which is a major visitor experience for the area, and will be held for the fourth consecutive year in September 2017. Council also provides sponsorship and assists in the promotion and marketing of other events and cultural groups including the Wahroonga Food and Wine Festival, the Marian Street Theatre for Young People and the Ku-ring-gai Philharmonic Orchestra.

Council's Destination Management Plan was completed in the period and subsequently adopted by Council in July 2017. The plan recommends the key areas for visitation in Ku-ring-gai as nature based tourism, Aboriginal heritage and major events at the St Ives Precinct. Strategies and actions from the Destination Management Plan will be actioned over the next four years.

ACTIVATE KU-RING-GAI PROGRAM

Local businesses are key stakeholders in the Activate program and were directly engaged in all consultation and engagement activities undertaken for the Lindfield and Turramurra centres.

Community Engagement and Consultation

Council employs best practice methods to proactively connect with its local stakeholders as well as regional organisations and government. This includes providing innovative and effective consultation by taking new ideas and master plans directly to the community through forums, workshops, special events and information stalls. All consultation includes a multimodal approach to communications and engagement. This can include special events, have your say pages on the website, forums or workshops, telephone surveys, stakeholder meetings, online and hard copy surveys and face to face availability of staff. Key achievements between 2013 - 2017 included:

Lindfield Village Green



Beans Farm Road, Gordon



▶ **Activate Lindfield and Turramurra local centre programs**

Significant engagement was undertaken with community, business and government representatives for the Activate Lindfield and Activate Turramurra projects.

▶ **Business engagement program**

Significant engagement took place with the local business community through Council's business engagement program.

▶ **Ku-ring-gai sports forum**

An annual forum with attendees from local sporting clubs, associations and schools.

▶ **Revitalisation of neighbourhood centres**

Key stakeholders and the community were consulted on designs to revitalise The Mall Shops, Warrimoo Avenue, St Ives Chase and construct an accessible link to The Mall Park.

▶ **Environmental and sustainability programs**

Council's engagement with the Ku-ring-gai community on environmental and sustainability continued to grow in strength, and attract community members to a broad range of initiatives.

▶ **Specific projects – St Ives Village Green new recreation precinct; Regional Playground at St Ives Showground and the Access and Disability Inclusion Plan.**

▶ **Communication and reporting**

A comprehensive communications strategy also ensured that the Ku-ring-gai community and other stakeholders remain informed of the many activities, services, major projects, consultations and achievements of Council throughout the year. A central focus during the period was on communicating Council's responses to the State government's local government reform initiatives. Communication campaigns were also undertaken for major legislative and policy changes including proposed changes to medium density housing controls and biodiversity legislation; mandatory changes to laws affecting the sale and leasing of properties with pools and/or spas; adoption of the revised bushfire management plan; finalisation of the State Government's Solar Bonus Scheme and changes to Council's DCP and Local Centres DCP.



This section provides an overview of key issues and challenges that Council responded to over the 2013 – 2017 period.

Detailed information on a range of other issues and challenges can be found in the commentary provided for each individual term achievement. Whilst information on Council's current priorities, initiatives and campaigns is available on its website.

LOCAL GOVERNMENT REFORMS

Since 2012 the NSW Government has initiated a number of major reform proposals for consideration by local councils and their communities. These reform initiatives have presented significant challenges to Council, in evaluating the potential impacts for the Ku-ring-gai community, informing and consulting with stakeholders, and preparing comprehensive submissions for each of the proposed reforms.

For each of the reform initiatives Council has conscientiously advised the government of the changes it supported, and more particularly those changes that would have significant impacts on the Ku-ring-gai community. The most significant reform initiatives were the NSW Government's 'Fit for the Future'⁷ proposals, which included a merger between Ku-ring-gai and Hornsby Shire councils. Responding to this proposal required the significant reallocation of staff resources from other projects and has impacted on the delivery of some annual tasks and projects, mainly in the policy development areas.

Over the period, staff continued to monitor and analyse the ongoing changes to the local government sector as a result of the Government's reforms and legislative changes.

LOCAL GOVERNMENT LEGISLATION CHANGE

In early 2017 the Minister for Planning released modified proposals to amend the *Environmental Planning and Assessment Act, 1979* (EP&A Act) through a series of significant amendments. The government's stated objectives for the amendments are to enhance community participation, promote strategic planning, increase probity and accountability in decision-making and promote simpler, faster processes for all participants. In a recent submission Council advised the Government of its support for some specified amendments and raised concerns with other aspects of the proposed legislative and regulatory changes.

In 2012, the Minister for Local Government, appointed a four member Taskforce to review the Local Government Act, 1993. The Taskforce looked at options to develop a new, modern Local Government Act that would meet the future needs of the local government sector and the community. Council made a detailed submission to the Office of Local Government in March 2016 in regard to the proposed amendments to the Local Government Act, 1993. In August, September and October 2016 a first phase of amendments were incrementally commenced by proclamation. Further information is anticipated from the NSW Government on the date that the further phases of the legislation will be tabled in Parliament.

GREATER SYDNEY COMMISSION

In 2015 the NSW Government established a new planning body, The Greater Sydney Commission (GSC), to lead metropolitan planning for the Greater Sydney Region.

The GSC established six planning districts in metropolitan Sydney as part of the metropolitan planning process. Boundaries for the six districts were developed following consultation with councils. The North District comprises the local government areas of Hornsby, Hunters Hill, Ku-ring-gai, Lane Cove, Northern Beaches, Mosman, North Sydney, Ryde and Willoughby.

⁷ Ku-ring-gai Council Forced council mergers. [accessed 11 August 2017] www.kmc.nsw.gov.au/fitforthefuture

Issues and Challenges



Officers from Ku-ring-gai Council participated on a working group to provide specialist planning advice on matters relevant to planning for the North District of Sydney. Each district now has a Sydney Planning Panel, replacing the previous Joint Regional Planning Panels, to determine regionally significant development applications (generally development over \$20 million) and to consider rezoning reviews.

DRAFT NORTH DISTRICT PLAN AND 'TOWARDS OUR GREATER SYDNEY 2056' PLAN

The Plan 'Towards Our Greater Sydney 2056' includes a strategy for a Sydney metropolis of three cities, and proposes a framework to more effectively underpin strategic planning for a more productive, liveable and sustainable city. The GSC advised that District Plans for Greater Sydney's six districts will directly inform local council planning and influence the decisions of state agencies. These plans will sit in the middle of the hierarchy of metropolitan, district and local planning for the Greater Sydney Region.

In late 2016 the GSC commenced exhibition of both the draft North District Plan and overarching plan for Sydney 'Towards our Greater Sydney 2056'. Council provided a comprehensive submission in regard to these plans indicating support for certain components as well as raising concerns regarding the need for more detailed information to assess other areas.

MANAGING URBAN CHANGE

Managing urban change is a major challenge for all levels of government, and in particular local governments in the Sydney metropolitan area and their communities. Council now has in place a comprehensive suite of planning controls, guidelines and initiatives that address these challenges including responses to government priorities and population growth and change. Council's approach includes:

- ▶ statutory controls to protect those features and attributes that are important to the community
- ▶ development controls and guidelines to encourage and guide appropriate development
- ▶ initiatives that promote and encourage sustainable development and quality urban design. For example Smart Homes and the Urban Design Awards

- ▶ taking a lead role in establishing urban design standards as part of improvement programs and the revitalisation of Ku-ring-gai's local centres through the Activate Ku-ring-gai program.

Over the period Council continued to provide leadership to the local community and broader local government sector by consistently endorsing policy directions to achieve quality outcomes for living environments. These directions respond to this community's unique physical and natural environment and are fundamental to the long term objectives contained in the Community Strategic Plan.

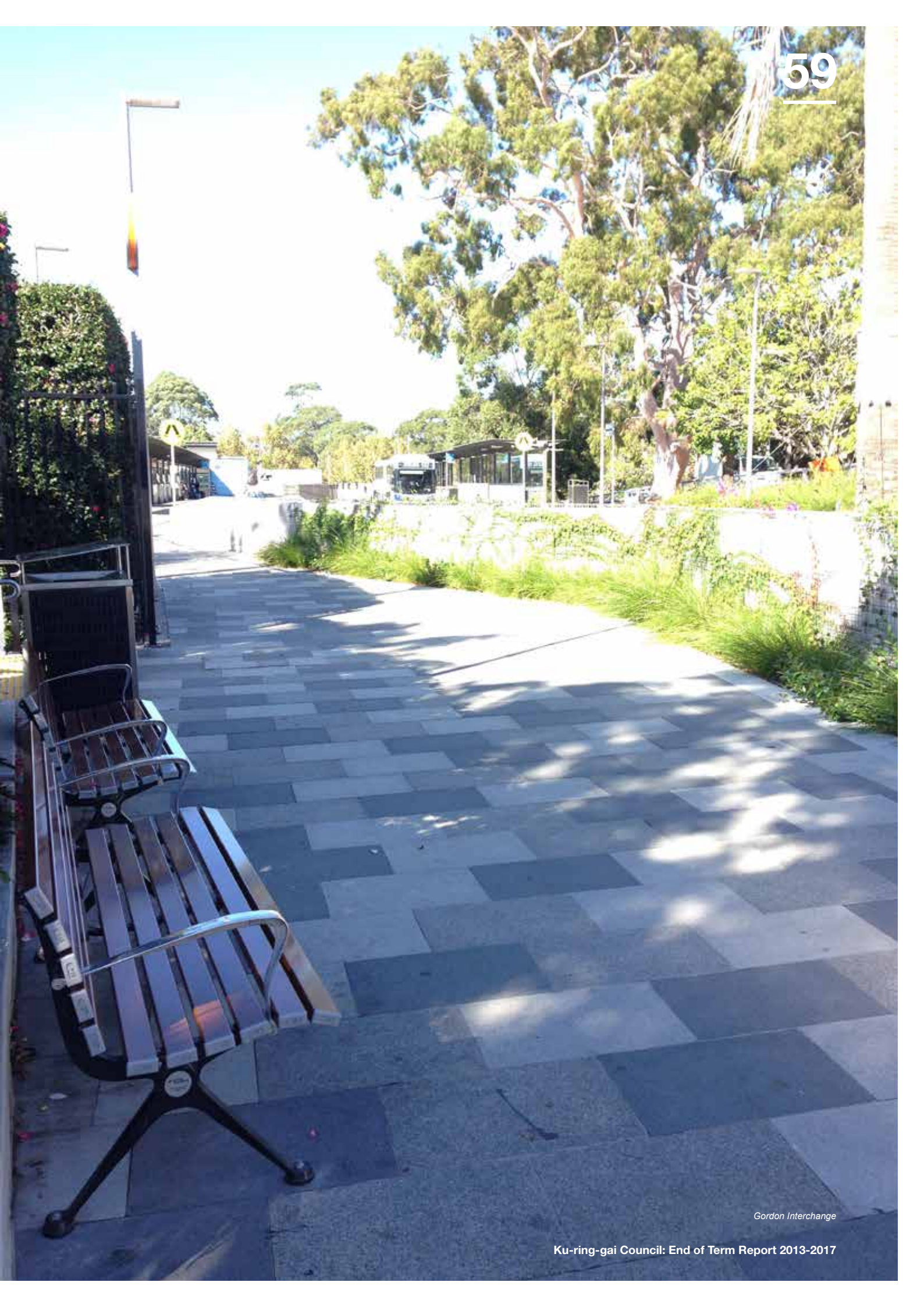
The directions were informed by comprehensive research undertaken by Council's skilled professional staff, assessment of best practice, seeking opportunities for innovative and sustainable outcomes and in consultation with the community.

PROTECTING THE NATURAL ENVIRONMENT

Over the four year period Council adopted a comprehensive series of new and updated environmental policies and controls to protect the natural environment, manage the impacts of development and regulate against damage from illegal activities. These policies and their implementation remain industry best practice.

Concurrent with this work Council also played a lead advocacy role in responding to proposed government changes to environmental legislation and controls. In particular informing the community and making submissions regarding the NSW Government's 10/50 Vegetation Clearing Code of Practice, changes to the *Biodiversity Conservation Act, 2016*, *Local Land Services Amendment Act, 2016* and the Revised Bush Fire Environmental Assessment Code and supporting documents.

Staff are continuing to monitor and analyse the ongoing changes to environmental protection legislation and controls and their implications for Ku-ring-gai.



Gordon Interchange



North Turramurra Recreation Area (NTRA)



Beehive



SUSTAINING OUR ASSETS

Ku-ring-gai Council delivers a variety of services to the community and in doing so, must ensure that the assets supporting these services are managed sustainably. Managing our asset portfolio, which is valued at over \$1.2 billion, is important in meeting the needs and expectations of our community. Council's adopted Asset Management Strategy⁸ integrates with the Community Strategic Plan, Delivery Program, Operational Plan and Long Term Financial Plan. This ensures that adequate funding for maintenance and renewals is scheduled into annual work programs.

With Ku-ring-gai's population growth and increasing diversity there will be an increasing demand for new and enhanced assets, programs and services. Council spends approximately \$19 million per annum to fund new and upgraded assets which are predominantly funded through Development Contributions. These assets will also require maintenance and renewal in the future. Council's challenge will continue to identify ways to provide adequate funding to improve new and existing assets throughout their lifecycle and continually reviewing service levels and processes to find improvements. The review of Council's asset information and infrastructure backlog over the past few years has led to an internal review of capital and operational expenditure with additional funding being redirected into improving existing assets.

The challenge for Council is to find new ways of funding asset renewal programs with limited financial resources.

FINANCIAL SUSTAINABILITY

Consistent with the four year Delivery Program Council's focus over the past four years has been on maintaining and improving Council's long term financial position and performance.

This has been pursued by maintaining a healthy financial position in each financial year, underpinned by a sound income base and commitment to control and delivery of services, facilities and infrastructure required by the community in an effective and efficient manner.

At the end of the period Council's financial position remains sound. Key achievements over the four year period include Council's achievement of operating surpluses in all financial years to enable investment in infrastructure, with healthy cash reserves and liquidity, and an affordable level of debt within industry benchmarks.

As part of the IPART's Fit for the Future analysis Council was assessed as meeting all of the financial sustainability criteria.

Council's financial indicators have again been assessed as part of the preparation of the draft end of 2016/17 financial year budget review. Subject to final auditor reports all indicators were met as identified in the Long Term Financial Plan (LTFP), with the exception of the Infrastructure Backlog Ratio and Assets Renewal Ratio. The funding strategy was based on divestment of assets. Delays in achieving this indicator were in the most part, due to delays by the NSW Government to reclassify Council assets to allow divestment for the recycling of capital into additional investment in infrastructure.

8 Ku-ring-gai Council's Integrated Planning and Reporting documents. [accessed 11 August 2017] www.kmc.nsw.gov.au/fitforthefuture
www.kmc.nsw.gov.au/integratedplanning

Glossary

Aboriginal Heritage Office (AHO)

Ku-ring-gai Council is a member of the Aboriginal Heritage Office, which preserves and protects over 1,000 Aboriginal heritage sites across Sydney's north shore. The eight partnering councils are North Sydney, Willoughby, Lane Cove, Warringah, Ku-ring-gai, Pittwater, Manly and Ryde. The AHO also studies Aboriginal life before colonisation and runs a series of educational walks and talks for school groups and the general public. The AHO hosts the only Aboriginal Museum, Education Centre and Keeping Place in northern Sydney and supports local Aboriginal people. The office recently moved from its home in Northbridge to new premises in Manly.

Best Practice

A best practice is a method or technique that has consistently shown results superior to those achieved with other means, and that is used as a benchmark.

Bi-annual Review

Review of progress in meeting the Delivery Program objectives and budget forecasts.

Biodiversity

The variety of all living things including plants, animals and microorganisms, their genes and the ecosystems of which they are a part.

Catchment

Area of land that drains rainfall into a river or lake.

Community Engagement

Refers to Council's consultative practices that enable communities and individuals to participate in the development of Ku-ring-gai and build community capacity. It supports and informs all Council's decision-making processes.

AR Bluett Memorial Award

The AR Bluett Memorial Award has been awarded annually since 1945 in memory of Albert Robert Bluett. AR Bluett was an outstanding figure in local government, serving as the Secretary and Solicitor to the Local Government and Shires Associations of NSW for 30 years and one of the architects of the Local Government Act of 1919. The AR Bluett Memorial Award is keenly contested each year by councils in NSW who would like to be recognised as being the most progressive in the state in all aspects of their operations and services.

Community Strategic Plan

The Ku-ring-gai *Community Strategic Plan 2030 – Our Community Our Future* identifies the community's main priorities and aspirations for the future and sets out clear strategic directions to achieve them over the long-term. While Council has the main role in progressing the plan on behalf of the community other partners such as government agencies, external organisations and community groups also play an important role in delivering the long-term objectives of the plan.

Councillors

Elected representatives who set strategic direction for the organisation, monitor organisational performance, liaise with stakeholders and ensure operational compliance.

Development Control Plan (DCP)

Provides policy statements and more detail beyond the provisions contained in a Local Environmental Plan and serves to further guide development decisions across the local government area.

Delivery Program

The Delivery Program outlines what Council intends to do towards achieving the Community Strategic Plan's long-term objectives and priorities during the 4 year term of the elected Council. This includes identifying who is responsible for achieving objectives in the Community Strategic Plan. Some will be the responsibility of Council, some will be other levels of government and some will be community groups or individuals.

Demographic Statistics including ERP

Demographic statistics in this report are taken from Australian Bureau of Statistics Census figures for Ku-ring-gai and Greater Sydney. The statistics can be readily accessed through Council's website. ERP refers to the estimated resident population and is updated annually by the Australian Bureau of Statistics. The Census count is not the official population of an area. To provide a more accurate population figure which is updated more frequently than every five years, the Australian Bureau of Statistics also produces "Estimated Resident Population" (ERP) numbers.

Governance

Governance comprises the traditions, institutions and processes that determine how power is exercised, how citizens are given a voice, and how decisions are made on issues of public concern.

Greater Sydney Commission

The role of the Commission is to coordinate and align planning that will shape the future of Greater Sydney.

Heritage

Refers to the extensive aboriginal, natural, social and built history of the Ku-ring-gai area. It consists of those places and objects, including houses, public and commercial buildings, parks and monuments, that we as a community have inherited from the past and want to hand on to future generations. In a planning context, heritage refers to things in our built and natural environment that we want to preserve for future generations to enjoy.

Indigenous

Refers to origination in a particular region or country, native to the area. The original inhabitants of the Ku-ring-gai area were the Guringai people. For thousands of years before the arrival of European settlers, the Guringai people lived in the area from Newcastle down to Sydney, mostly along the foreshores of the harbour. The Guringai people developed a rich and complex culture, including distinctive language, customs, spirituality and law, the heart of which was their connection to the land.

Infrastructure

Roads, buildings, bridges, pavements, cycleways and other constructions.

IPART

Independent Pricing and Regulatory Tribunal of NSW.

The tribunal sets the local government rate peg and assesses applications for special rate variations and council contributions plans.

Integrated Planning and Reporting (IP&R)

In 2009 the NSW Division of Local Government introduced the Integrated Planning and Reporting Framework. The framework introduced a hierarchy of plans which require:

- ▶ long-term strategic planning with the community
- ▶ long-term resourcing strategies for assets, finances and the workforce
- ▶ four year programs aligned to a council's term, detailing key actions, projects and resourcing
- ▶ one year plans of actions, projects and budgets
- ▶ quarterly, biannual and annual performance reporting schedule.

Leachate

Water carrying impurities that have percolated through the earth, primarily at rubbish tips.

Local Environmental Plan (LEP)

An environmental planning instrument that contains legally binding provisions relating to development.

Long Term Objective (LTO)

Describes the desired future state or outcome for each issue. 'Long Term' implies that it is beyond this Council's term and in some instances beyond a second term as well. It recognises that it may take some time to achieve the objective.

LTFP

Long-term Financial Plan. It sets out Council's 10-20 year financial plan.

Office of Local Government

The Office of Local Government is responsible for local government across NSW. The Office has a policy, legislative, investigative and program focus in matters ranging from Local Government finance, infrastructure, governance, performance, collaboration and community engagement. The Office strives to work collaboratively with the Local Government sector and is the key adviser to the NSW Government on Local Government matters.

National Institute of Economic and Industry Research Pty Ltd (NIEIR)

National Institute of Economic and Industry Research Pty Ltd, is a private economic research and consulting group. It provides data on economic and social indicators for local government areas.

Northern Sydney Regional Organisation of Councils (NSROC)

Comprising the Councils of Hornsby, Hunter's Hill, Ku-ring-gai, Lane Cove, North Sydney, Ryde and Willoughby.

Objectives

An objective is a specific, measurable condition that must be attained in order to accomplish a particular program goal.

Operational Plan

An annual plan that provides details of projects and activities for one year of the Delivery Program with a detailed annual budget.

Glossary

Partnering

A structured approach to working together with other parties to achieve a mutually beneficial outcome.

Performance Indicator (PI)

A measure that assists in the assessment of overall performance towards the community's long-term achievements and objectives and also tells us whether we are heading in the right direction.

Plan of Management (PoM)

A document which regulates the use and management of community land.

Principal Activity

Key areas in which Council sets objectives, delivers tasks, projects, programs and services and utilises PIs in order to measure performance.

Quadruple Bottom Line (QBL)

The framework for measuring and reporting on the achievement of long-term objectives in the Community Strategic Plan against governance, economic, social and environmental parameters.

Resourcing Strategy

The Resourcing Strategy details how the strategic aspirations of Ku-ring-gai can be achieved in terms of time, money, people and assets. The Resourcing Strategy spans ten years. Its component parts include:

- ▶ 10-year Long-term Financial Plan
- ▶ 10-year Asset Management Strategy
- ▶ Four-year Workforce Strategy

The Resourcing Strategy is the link between the long-term Community Strategic Plan and the medium-term Delivery Program. It is prepared every four years following each Council election. It is developed concurrently with the other plans in the IP&R framework. The Resourcing Strategy is designed to be a living document to reflect changing financial and asset information. Initiatives within the Resourcing Strategy will be reviewed annually to ensure relevance in the changing environment and to incorporate any community feedback.

Sustainability

Sensitive use of natural resources without harming the ecological balance of the region.

Target

A numerical goal against which performance is measured.

Term achievement

The four year result that Council nominates as the achievement to be reached within its term. It also describes how far Council will progress each long term objective during its four year term.

Theme

A topic heading that groups issues, long term objectives and term achievements together. The six themes in the Community Strategic Plan are:

1. Community, people and culture
2. Natural environment
3. Places, spaces and infrastructure
4. Access, traffic and transport
5. Local economy and employment
6. Leadership and governance

Together the six themes, containing issues, objectives and term achievements, represent a comprehensive view of Ku-ring-gai's future directions.

Values

Underlying attitudes that influence decisions and actions to maximise an organisation's performance.

Vision

Statement of direction that articulates the aspirations of the community and serves as a guide to all those who contribute to it.

Acronyms

ABS	Australian Bureau of Statistics	SES	State Emergency Services
ACELG	Australian Centre of Excellence for Local Government	SRV	Special Rate Variation
AILA	Australian Institute of Landscape Architects	TA	Term Achievement
ARA	Australasian Reporting Awards	T-Corp	NSW Treasury Corporation
AICD	Australian Institute of Company Directors	TfNSW	Transport for NSW
CA	Critical Action	UTS	University of Technology Sydney
CBD	Central Business District		
CSP	Community Strategic Plan		
DP	Delivery Program		
DCP	Development Control Plan		
EFT	Equivalent Full Time		
EoT	End of Term report		
ERP	Estimated Resident Population		
FFTF	Fit for The Future		
GIPA	Government Information (Public Access) Act 2009		
ICT	Information and Communications Technology		
ILGRP	Independent Local Government Review Panel		
IP&R	Integrated Planning and Reporting		
IPART	Independent Pricing and Regulatory Pricing Tribunal		
KYDS	Youth Development Service Inc Management Committee (KYDS)		
LGA	Local Government Area		
LEP	Local Environmental Plan		
LTFP	Long Term Financial Plan		
LTO	Long Term Objective		
NIEIR	National Institute of Economic and Industry Research		
NSROC	Northern Sydney Regional Organisations of Councils		
OEH	Office of Environment and Heritage		
OLG	Office of Local Government		
OP	Operational Plan		
PI	Performance Indicator		
PIPPA	Privacy and Personal Information Protection Act 1998		
RFS	Rural Fire Service		

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Community Satisfaction Research, March 2017.



1 Performance by Theme

Theme 1 – Community, people and culture

Council's Community Strategic Plan includes 10 Performance Indicators for this theme.

The achievement of each indicator has been derived from data obtained from the stated baseline source.

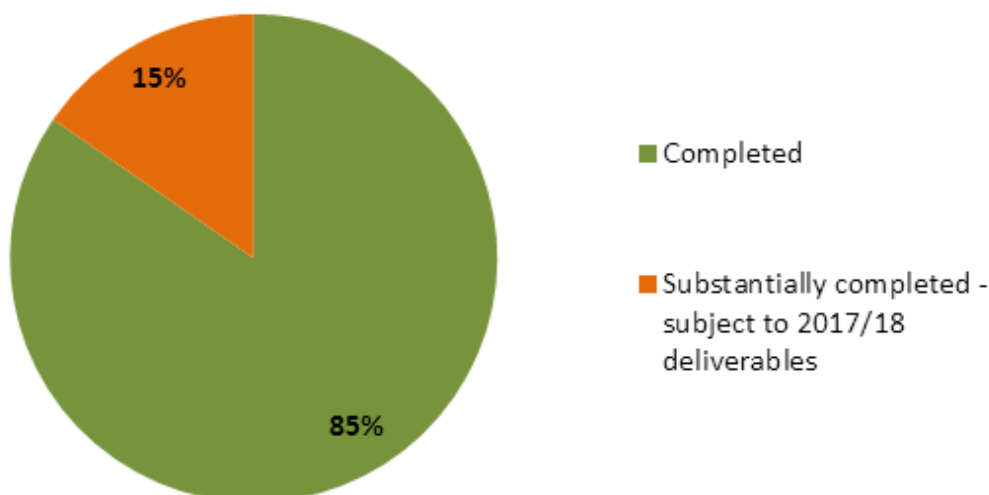
COMMUNITY STRATEGIC PLAN 2030 – PERFORMANCE INDICATORS

Long term objective	Performance Indicator	Target	Achieved
An equitable and inclusive community that cares and provides for its members.	Resident satisfaction with community services and programs (including people with disabilities, older people, children and young people and people with culturally and linguistically diverse backgrounds).	Increasing trend	✓
<i>Comment: Increased resident satisfaction. Source: 2014 and 2017 Community Research results.</i>			
A harmonious community that respects, appreciates, celebrates and learns from each other and values our evolving cultural identity.	Resident satisfaction with Council's cultural programs and special events.	Increasing trend	✓
<i>Comment: Increased resident satisfaction. Source: 2014 and 2017 Community Research results.</i>			
A community where opportunities are provided for all voices to be heard and where community stewardship participation and engagement is supported and promoted.	Proportion of residents who agree that living in Ku-ring-gai gives them a sense of community.	Increasing trend	✓
<i>Comment: Increased resident satisfaction. Source: 2014 and 2017 Community Research results.</i>			
	Number of volunteers in the community.	Increasing trend	✓
<i>Comment: Volunteers increased from 26.5 % to 28.2% of the population. Source: 2011 and 2016 ABS Census results.</i>			
	Internet access.	Increasing trend	✓
<i>Comment: Internet connections increased from 86.9 % to 90.9% of the population. Source: 2011 and 2016 ABS Census results</i>			
A community that embraces healthier lifestyle choices and practices.	Resident satisfaction with sporting and recreation facilities and programs, parks and playgrounds.	Steady or Increasing trend	✓
<i>Comment: Increased resident satisfaction. Source: 2014 and 2017 Community Research results.</i>			

A community where residents feel safe and enjoy good health.	Incidence of major offences per 100,000 people.	Decreasing trend	✓
<i>Comment: Decreased incidence of major offences. Source: 2013 and 2016 NSW Bureau of Crime Statistics and Research.</i>			
	Proportion of residents who feel safe in our community.	Increasing trend	✓
<i>Comment: Increased proportion of residents. Source: 2014 and 2017 Community Research results.</i>			
Housing diversity, adaptability and affordability is increased to support the needs of a changing community.	Range of housing options and mix of dwellings better suit a range of household types and changing demographic profile.	Improving trend	✓
<i>Comment: Flats/apartments increased from 16.3% to 22.2% of occupied private dwellings; separate houses decreased from 79.3% to 73.5%. Source: 2011 and 2016 ABS Census results.</i>			
An aware community able to respond to the risk to life and property from emergency events.	Proportion of residents who feel adequately informed to prepare and respond during emergency events.	Increasing trend	✗
<i>Comment: Resident awareness level remained stable. Source: 2014 and 2017 Community Research results.</i>			

TERM ACHIEVEMENTS

13 Term Achievements (11 completed, 2 substantially completed - subject to 2017/18 deliverables)



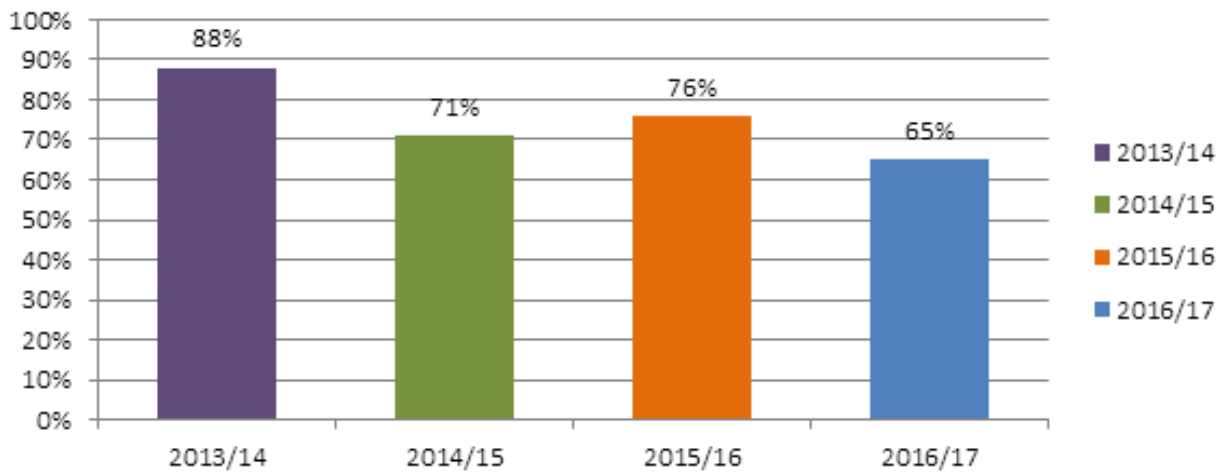
Commentary - Term Achievements

Status	Term achievement	Comments 2013-2017
✓	Council's policies, programs and advocacy address the social and health needs of all age groups, reduce disadvantage and address gaps in service provision.	<p>Council's policies and programs are developed to address social and health needs across all population segments and target groups. Over the four year period priority recommendations have been implemented from Council's Ageing Strategy, Youth Strategy and Children's Services Needs Plan, and related services and programs have been successfully delivered to support these strategies.</p> <p>Priority recommendations from the State Library of NSW review were implemented and library programs were developed to address new technologies and changing needs within the community. The Art Centre review was completed and recommendations implemented resulting in the delivery of arts and cultural programs through workshops exhibitions and specialist programs. The community grants program provided approximately \$100,000 per year to community groups.</p> <p>Key achievements over the past four years include substantial completion of the North Turramurra Recreation Area, upgraded sports facilities at Allan Small Oval, East Killara, Golden Jubilee Field, Wahroonga, Koola Park Oval, East Killara, as well as new and upgraded local playgrounds, upgraded tennis courts.</p>
✓	Access has increased for communities that face barriers to using social services and facilities.	<p>Council was one of the first local government authorities to develop and commence the implementation of an Access and Disability Inclusion Plan in 2014. The plan addresses a number of priority areas including services, planning and communication and awareness raising within the community.</p> <p>The library continued to deliver library materials to customers who are unable to access library services and Council supported community groups such as Freshtracks and the Ku-ring-gai Chase Special Olympics Fun Run.</p>
✓	Ku-ring-gai's rich cultural diversity and creativity is celebrated through programs and events.	<p>Ku-ring-gai's rich cultural diversity and creativity was celebrated through a range of programs and events. Of note were the events and programs related to Council's friendship relationship with Pozieres, the Centenary of the First World War and the internationally recognised St Ives Medieval Faire which has increased in popularity over the past three years. Council also presents the popular Festival on the Green and Twilight Concerts along with other events to mark cultural and nationally significant dates such as the Australia Day events, Guringai festival and International Women's Day.</p> <p>Council's library services provided free access to information and material across a range of cultural groups and visitor numbers indicate high usage of this popular service.</p> <p>Cultural events continued to be promoted across a range of online avenues including Council's web site, Facebook, Twitter and Instagram. Council's Sponsorship Program provides financial assistance to community groups presenting cultural events and initiatives.</p>
✓	Our community is engaged in shaping the identity of their local areas and feel secure and socially connected.	<p>Council provided many opportunities for community engagement and social interaction. Participation was made possible through large events such as the Festival on the Green and Twilight Concerts, along with smaller programs for specific target groups. Australia Day and citizenship ceremonies foster a sense of pride and social connection within the community, and resident's opinions were sought on a wide range of matters.</p> <p>The community was kept well informed about civic matters through extensive communications programs, expanded use of social media and displays in the libraries and customer service centre. Community safety and social initiatives were promoted through relevant community groups and regular workshops and expos.</p>

✓	Volunteers are valued, recognised and supported in providing services to the community.	Volunteer programs are developed and implemented to support the many valuable volunteers in the community. Opportunities for volunteering are vast and strategies are implemented to encourage and promote volunteers throughout the community. Council continued to work in partnership with the Commonwealth Home Support Program Services to place volunteers according to their age, availability and interest. Council's environmental volunteering program also supported 628 bushcare, streetcare and park care volunteers across 148 sites across the LGA. Training and support was provided for volunteers who are recognised in many ways for their valuable contribution to the community.
✓	A range of cultural, recreational and leisure facilities and activities are available to encourage social interaction and stimulate everyday wellbeing.	Health and well-being was promoted in the community through a range of programs and activities including the well patronised Active Ku-ring-gai Program which offers many exciting and challenging activities. Priorities from Council's Unstructured Recreation in Natural Areas strategy have progressed and a number of key sports venues have been upgraded. The completion and opening of the Ku-ring-gai Fitness and Aquatic Centre enabled the introduction of a range of healthy lifestyle programs that continue to be very popular across all age groups within the community.
✓	New and enhanced open space and recreational facilities have been delivered to increase community use and enjoyment.	Council's Open Space Strategy and Program continued to be implemented through a number of new and improved parks and playgrounds across the Ku-ring-gai local government area.
✓	Our residents and visitors enjoy clean, safe, friendly and vibrant neighbourhoods.	All established public health and safety programs and regulatory services provided by Council achieved agreed outcomes for the community over the four year period. Achievements included adoption and implementation of the Companion Animals Management Plan including owner education programs and the successful 'Dogs Day Out' event and implementation of swimming pool safety regulations.
✓	Council's planning approach to the provision of housing across Ku-ring-gai addresses the supply, choice and affordability needs of the community.	The planning for housing across Ku-ring-gai has addressed the supply, choice and affordability needs of the community. This has involved analysis and monitoring of Council land holdings and the master planning for new housing opportunities within the key local centres of under the award winning Activate Ku-ring-gai local centres program. Council's key Local Environmental Plans, gazetted within the four year period, have provided for the supply and choice of housing. The issue of housing affordability is a key policy objective of the Greater Sydney Commission and will be addressed in the North District Planning process.
✓	Plans encourage enhanced adaptability to allow for ageing in place, accessibility and sustainable housing.	Over the four year period Council's new local environmental plans and development control plans were finalised to provide policy and regulatory directions for adaptability to allow for ageing in place, accessibility and sustainable housing. Key achievements were the major review of Council's Development Control Plans (DCPs) finalised in June 2016, which included a review of adaptability provisions.
✓	Plans are developed in partnership with emergency service agencies and key stakeholders and implemented.	Projects and operational programs were satisfactorily progressed or completed over the four year period. This included annual fire trail, firebreak and hazard reduction maintenance programs. Key achievements included completion of the Hornsby Ku-ring-gai EMPLAN for public comment and completion of the Hornsby/Ku-ring-gai Bushfire Risk Management Plan for 2017-2020, with significant Council contributions made to both plans. Flood risk studies for both Lovers Jump Creek and Blackbutt Creek were also completed, with the next stage of Flood Risk Management Studies and Plans now underway.

Delivery Program – Performance Indicators

Council's Delivery Program and annual Operational Plan include 17 performance indicators for this theme. These indicators measure Council's performance across a range of activities and are measured as part of the June bi-annual reporting process.



Performance Indicator	Yearly Target	Units	Baseline	Achieved			
				13/14	14/15	15/16	16/17
Utilisation levels for children's services.	90	%	Annual target of 90% utilisation of children's services. (Data source: Council)	94	96	93	87
Participation in youth service programs.	5,000	Participants	Annual target of 5,000 participants in youth programs. (Data source: Council)	6,502	5,911	5,355	6,240
Participation in aged and disability service programs.	2,100	Participants	Annual target of 2,100 participants in aged and disability programs. (Data source: Council)	2,803	2,925	3,278	3,097
Support for community organisations.	90	Organisations	In 2011/12 there were 90 community organisations supported. (Data source: Council)	96	114	102	106

Utilisation of art-centred courses.	90	%	Annual target of 90% take-up of courses. (Data source: Council)	90	97.36	90	90
Visits to libraries.	600,000	Visits	Annual target of 600,000 visits or more per year to libraries. (Data source: Council)	456,287	553,106	492,475	521,650
Visits to library website.	50,000	Visits	Annual target of 50,000 visits or more per year to the library website. (Data source: Council)	55,046	59,255	67,451	176,414
Level of user satisfaction with community services and programs. These programs are inclusive of families, people with disabilities, older people, children, young people, people with culturally and linguistically diverse backgrounds.	85	%	In 2011/12 there was an average 85% user satisfaction with all programs. (Data source: Council)	96	93	93	95
Community participation at major supported community events.	30,000	Participants	Annual target of 30,000 participants at major local events supported by Council. (Data source: Council)	51,121	24,000	35,000	45,000
Loans per resident per year.	7.8	Loans	Annual target of 7.8 loans per resident per year. (Data source: Council)	7.9	7.6	7.4	7.1
Library loans per year.	900,000	Loans	Annual target of more than 900,000 library loans per year. (Data source: Council)	904,189	914,329	907,735	936,792
Participation in leisure and cultural activities supported by Council.	100,000	Participants	During 2012/2013 over 100,000 people participated in selected leisure and cultural activities supported by Council. (Data source: Council)	66,000	225,000	100,000+	100,000+

Participation in active recreation programs supported by Council.	800	Registrations	In 2012/2013 there were 800 registrations for active recreation programs. <i>(Data source: Council)</i>	2,138	1,067	1,717	738
Land acquired through S94 Contributions for new recreational open space.	2,000	m ²	Annual target of land acquisition for new recreational open space. <i>(Data source: Council)</i>	3,400	69	695	0
Swimming pool safety inspection program.	100	%	Completion of swimming pool barrier inspection program within set timeframes and budget. <i>(Data source: Council)</i>	100	100	100	100
Companion animal management compliance.	90	%	Annual target of 90% registration of companion animals within Ku-ring-gai. <i>(Data source: Council)</i>	97	98	97.5	95
Fire trails improvements and hazard reduction.	80	%	Annual target of 80% completion for both fire trail improvement program and hazard reduction program. <i>(Data source: Council)</i>	87	63	100% of fire trails and walking tracks. 43% hazard reduction burn program.	100% of fire trail works completed. 100% of fire breaks and asset protection zones maintained. 45% of hazard reduction burning program completed.

Theme 2 – Natural environment

Council's Community Strategic Plan includes 10 Performance Indicators for this theme. The achievement of each indicator has been derived from data obtained from the stated baseline source.

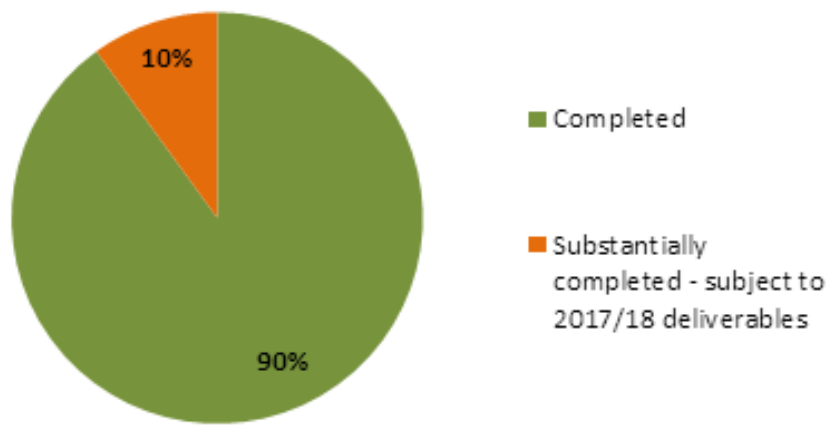
COMMUNITY STRATEGIC PLAN 2030 – PERFORMANCE INDICATORS

Long term objective	Performance Indicator	Target	Achieved
A community empowered with knowledge, learning and information that benefits the environment.	Residents involved in community environmental programs per year.	Increasing trend	✓
	<i>Comment: Increased participation rates. Source: 2014 and 2017 Council participation records.</i>		
	Community activity that benefits the environment.	Increasing trend	✓
<i>Comment: Increased activity levels. Source: 2013/14 and 2016/17 Council participation records.</i>			
Our bushland is rich with native flora and fauna.	Condition of bushland managed by Council.	Steady or Improving trend	✓
	<i>Comment: The condition of bushland managed by Council as determined by resilience, threats and weed ratings was maintained. Source: 2013/14 and 2016/17 Council data results.</i>		
	Area of bushland/habitat regenerated.	Hectares per year	✓
<i>Comment: Baseline of 20.5 hectares was achieved each year. Source: 2013/14 and 2016/17 Council data results.</i>			
Our natural waterways and riparian areas are enhanced and protected.	Physical creek remediation projects completed.	Number completed per year	✓
	<i>Comment: Baseline of 1.0 creek remediation project was achieved each year. Source: 2013/14 and 2016/17 Council data results.</i>		
	Stream health through diversity of macros invertebrates.	Maintain or improving trend	✓
<i>Comment: Baseline of 100% of tested creeks was achieved each year. Source: 2013/14 and 2016/17 Council data results.</i>			
A community addressing and responding to the impacts of climate change and extreme weather events.	Household electricity consumption per capita.	Decreasing trend	✓
	<i>Comment: Decreased consumption per capita. Source: 2014 and 2017 Ausgrid and RAPP2.0 data results.</i>		
	Number of residents involved in climate change adaptation activities per year.	Increasing trend	✓
<i>Comment: Increased participation rates. Source: 2014 and 2017 Council participation records.</i>			

A community progressively reducing its consumption of resources and leading in recycling and reuse.	Potable water consumption per capita.	Decreasing trend	✓
<i>Comment: Decreased consumption per capita. Source: 2014 and 2017 Sydney Water data results.</i>			
	% household waste diverted from landfill.	Maintain/Increasing Trend	✗
<i>Comment: 55.32% total household waste was diverted from landfill in 2016/17 compared to the baseline of 60%. This is due to continued reduction in paper tonnages and reduced demand for newspapers and magazines. Source: 2013/14 and 2016/17 Council data results.</i>			

Term Achievements

10 Term Achievement (9 completed, 1 substantially completed - subject to 2017/18 deliverables)



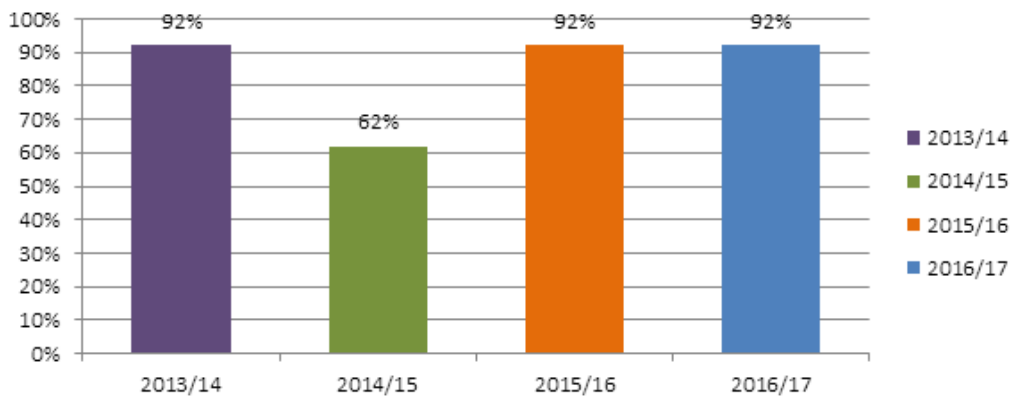
Commentary - Term Achievements

Status	Term achievement	Comments 2013-2017
✓	Increased community understanding of the value of the natural environment and local environmental issues and impacts.	Annual increases over the four year period in subscriptions to the suite of Council's Loving Living Ku-ring-gai program's social media and electronic communications and annual increases in community participation is facilitating improved community understanding of environmental issues relevant to Ku-ring-gai. A 2016 community survey of Loving Living Ku-ring-gai program participants revealed that 77% of respondents increased their knowledge of environmental or sustainability issues and 63% of respondents had increased awareness of their environmental impact as a result of participating in the program.

✓	Increased community action that benefits the environment.	Council's 'Loving Living Ku-ring-gai' program continues to lead to increasing numbers of residents taking action to improve the environment, whether it be through a native bee hive or Pool to Pond conversion, the installation of energy efficient pool pumps, rainwater tanks and raingardens, sustainable building design, bush regeneration volunteering, compost bins and worm farms, or the delivery of an environmental project through the Environmental Levy small grants scheme. Program evaluation over the four year period demonstrated 7,691 reported actions by the local community to benefit the environment.
✓	Ecological protection and understanding is integrated within land use planning.	Over the four year period ecological provisions were incorporated into Ku-ring-gai's new Local Environmental Plans and Development Control Plans as well as Council's environmental assessment procedures. These provisions are regularly monitored and support training provided to staff.
✓	The condition of natural waterways and riparian areas have improved and water harvesting and reuse has significantly increased.	Over the four year period Council's stream health monitoring program demonstrated that 100% of the creeks tested have maintained or improved their stream health score. Council also brought more stormwater harvesting systems on line, facilitating increased water harvesting and reuse. In the 2016-2017 year 86% of total demand across Council's reuse/harvesting sites was being met by reused/harvested water.
✓	Ecological protection of our waterways is integrated within land use planning.	Riparian provisions were incorporated into Ku-ring-gai's new Local Environmental Plans and Development Control Plans and Council's environmental assessment procedures. These provisions are regularly monitored and support training provided to staff.
✓	The community is effectively informed and engaged on climate change issues.	Council's Climate Wise Communities (CWC) program has assisted the Ku-ring-gai community to build resilience to extreme weather events, as a result of a changing climate. During the four year period a total of 746 participants attended a CWC program workshop.
✓	Council's vulnerability to climate change is reduced.	In 2016 Council adopted a revised Climate Change Adaptation Strategy which provided a management framework for Council to reduce its vulnerability and improve its resilience to the impacts of climate change, in relation to service delivery, operations and people.
✓	The community is responsible and engaged in improved recycling and reduction in resource use.	Over the four year period Council finalised a regional waste disposal contract to enable Council's participation in a regional waste program. All programs for waste and recycling education, special waste collection events and projects funded by the Waste Less Recycle More program were also successfully delivered. Waste recycling trends over the period reflect the continued decrease in newspaper usage and increased community awareness for mixed recycling.
✓	The community is responsible and engaged in energy and water conservation and efficiency programs.	Over the period Council's Energy Smart Savers program has provided the community with an opportunity to reduce their energy use and carbon footprint through an annual rebate scheme (currently for energy efficient pool pumps) and workshop series. Similarly Council's Water Smart program also provided the community with an opportunity to reduce their water use through an annual rebate scheme (for rainwater tanks and rain gardens) and workshop series. The results of these programs continue to be monitored.

Delivery Program – Performance Indicators

Council's Delivery Program and annual Operational Plan include 13 performance indicators for this theme. These indicators measure Council's performance across a range of activities and are measured as part of the June bi-annual reporting process.



Performance Indicator	Yearly Target	Units	Baseline	Achieved			
				13/14	14/15	15/16	16/17
Residents involved in community environmental programs.	2,479	Residents	Number of residents at a household or individual level who participated in community environmental programs in 2012/13. (Data source: Council)	3,348	4,257	4,531	5,348
Community activity that benefits the environment.	1,565	Residents	Number of residents at a household or individual level who carried out actions to benefit the environment as a result of participation in Council programs in 2013/14. (Data source: Council)	1,565	1,298	1,826	2,843
Area of bushland/habitat regenerated.	20.5	Hectares	In 2012/2013 bush regeneration works were conducted on 20.5 hectares of bushland. (Data source: Council)	20.5	51	22	20.5
Condition of bushland managed by Council (resilience rating).	>79.9%	%	Bushland condition rating determined for sample bushland reserve site in 2013/14. (Data source: Council)	79.9	89	76	76

Condition of bushland managed by Council (weeds rating). Lesser is better.	<13.5%	%	Bushland condition rating determined for sample bushland reserve site in 2013/14. (Data source: Council)	13.5	24	30	30
Condition of bushland managed by Council (threats rating). Lesser is better.	<72.5%	%	Bushland condition rating determined for sample bushland reserve site in 2013/14. (Data source: Council)	72.5	76	38	38
Creeks tested that maintain or improve their stream health score.	100	%	In 2012/2013 100% of tested creeks maintained or improved their stream health score. (Data source: Council)	100	100	100	100
Physical creek remediation projects completed.	1	Projects	Number completed per year.	2	1	1	1
Rubbish diverted from our waterways (tonnes)	1,887	Tonnes	1,887 tonnes (volume) diverted per year. (Data source: Council)	2,141	2,496.50	2,043	2,295
Percentage household waste diverted from landfill.	60	%	In 2012/2013 60% of total household waste was diverted from landfill. (Data source: Council)	56.2	57	57	55.32
Residents involved in climate change adaptation activities per year.	106	Participants	In 2012/2013 there were 106 participants in climate change adaptation activities. (Data source: Council)	248	275	278	294
Household potable water consumption per capita. Lesser is better.	83.02	kL/ capita	In 2012/2013 there was 83.02 kL/ capita water consumption (based on Estimated Residential Population (ERP) of 116,527. (Data source: Sydney Water)	83	87.36	79.89	79.38
Household electricity consumption per capita. Lesser is better.	3,187	kWh/ capita	In 2012/ 2013 there was 3,187kWh household energy consumption per capita. (Data source: Ausgrid and RAPP2.0)	3,187	2,891	2,975	2,980

Theme 3 – Places, spaces and infrastructure

Council's Community Strategic Plan includes 10 Performance Indicators for this theme. The achievement of each indicator has been derived from data obtained from the stated baseline source.

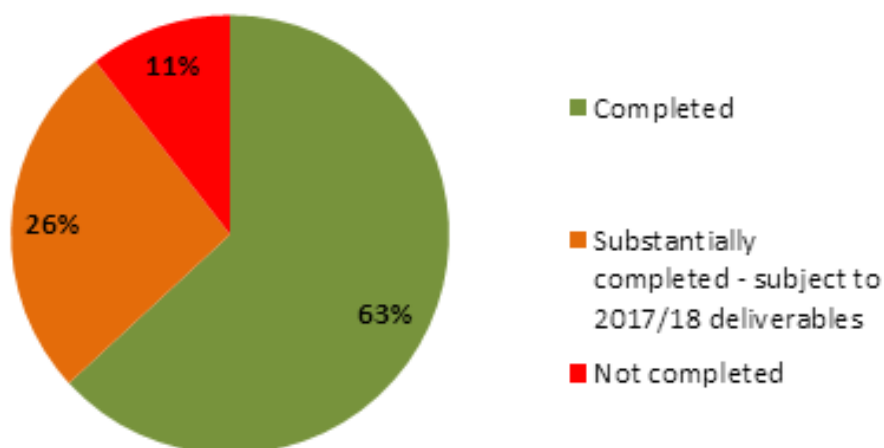
COMMUNITY STRATEGIC PLAN 2030 – PERFORMANCE INDICATORS

Long term objective	Performance Indicator	Target	Achieved
Ku-ring-gai's unique visual character and identity is maintained.	Level of importance of Ku-ring-gai's unique visual character and identity to the community.	Steady or increasing trend	✓
<i>Comment: Increased resident satisfaction with survey benchmark services. Source: 2014 and 2017 Community Research results.</i>			
A robust planning framework is in place to deliver quality design outcomes and maintain the identity and character of Ku-ring-gai.	Resident satisfaction with the visual quality of design in the Ku-ring-gai area.	Steady or increasing trend	✓
<i>Comment: Increased resident satisfaction with survey benchmark services. Source: 2014 and 2017 Community Research results.</i>			
The built environment delivers attractive, interactive and sustainable living and working environments.	Resident satisfaction with the attractiveness (visual amenity) of our local centres.	Steady or increasing trend	✓
<i>Comment: Increased resident satisfaction. Source: 2014 and 2017 Community Research results.</i>			
	Resident satisfaction with Council's regulatory services.	Steady or increasing trend	✓
<i>Comment: Increased resident satisfaction with survey benchmark services. Source: 2014 and 2017 Community Research results.</i>			
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.	Resident satisfaction with the vitality of our local centres.	Steady or increasing trend	✓
<i>Comment: Increased resident satisfaction. Source: 2014 and 2017 Community Research results.</i>			
Ku-ring-gai's heritage is protected, promoted and responsibly managed.	Resident satisfaction with protection of heritage.	Steady or increasing trend	✓
<i>Comment: Increased resident satisfaction. Source: 2014 and 2017 Community Research results.</i>			
Recreation, sporting and leisure facilities are available to meet the community's diverse and changing needs.	Resident satisfaction with recreation, sporting and leisure facilities.	Steady or increasing trend	✓
<i>Comment: Increased resident satisfaction. Source: 2014 and 2017 Community Research results.</i>			

Multipurpose community buildings and facilities are available to meet the community's diverse and changing needs.	Resident satisfaction with Council's community facilities.	Steady or increasing trend	✓
<i>Comment: Increased resident satisfaction with survey benchmark services. Source: 2014 and 2017 Community Research results.</i>			
	Utilisation rate and income from community facilities during core times.	Increasing trend	✓
<i>Comment: Utilisation rate above the 75% baseline was achieved each year. Source: Council data results from 2013/2014 and 2016/2017.</i>			
An improved standard of infrastructure that meets the community's service level standards and Council's obligations as the custodian of our community assets.	Resident satisfaction with roads, footpaths, drainage and parking.	Steady or increasing trend	✓
<i>Comment: Increased resident satisfaction. Source: 2014 and 2017 Community Research results.</i>			

Term Achievements

19 Term Achievements (12 completed, 5 substantially completed - subject to 2017/18 deliverables, 2 not completed)



Commentary - Term Achievements

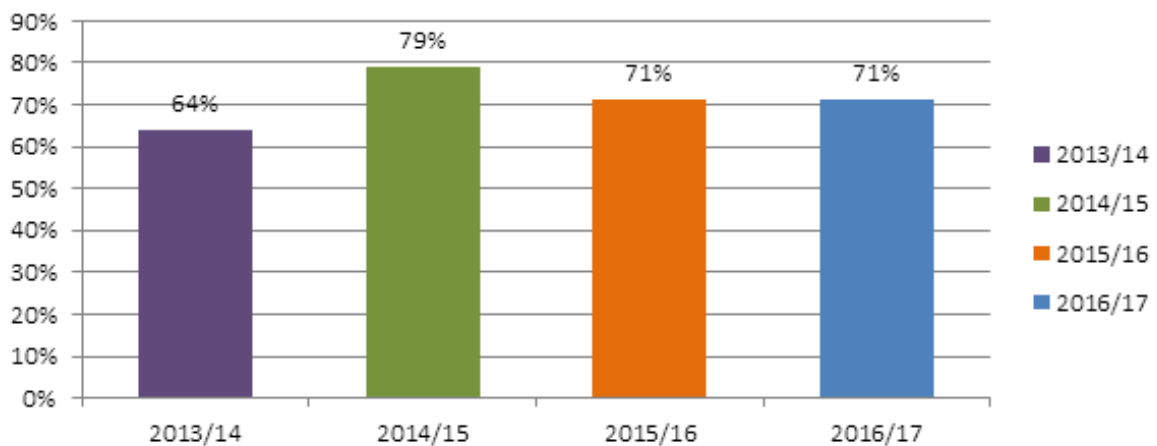
Status	Term achievement	Comments 2013-2017
✓	Opportunities are provided to our community to contribute to plans for enhancing the local area and visual amenity of our centres.	Design concepts have been prepared in consultation with the community for Council's neighbourhood centre projects. This included the previous Princes Street shops upgrade in Turrumurra, the current Mall Shops upgrade at Warrimoo Avenue, St Ives and proposed upgrade works at Wellington Road Shops, East Lindfield. Council's program of improvements to neighbourhood and local centres, supplemented with graffiti removal, cleaning of civic areas, parks maintenance and tree management services continue to contribute to the improvement and maintenance of the Ku-ring-gai area.

✓	Place making programs are being implemented for selected council owned areas.	Over the period Council completed revitalisation works at Princes Street shops, Turramurra. Current works include beautification and revitalisation of The Mall Shops, St Ives. In addition, construction is due to commence in the 2017-2018 financial year at the Wellington Road Shops, East Lindfield.
✓	Land use strategies, plans and processes are in place to effectively manage the impact of new development.	Contemporary land use strategies, plans and processes were put in place to effectively manage the impact of new development in Ku-ring-gai. Key achievements include the new principal Local Environmental Plan and Development Control Plan, Local Centres Development Control Plan, new heritage provisions in the LEP's and DCP's incorporating new heritage controls and guidelines, heritage conservation areas as well as biodiversity and riparian area controls. Council also provided comprehensive submissions on the recently exhibited Draft North District Plan and Greater Sydney Plan, consistent with Ku-ring-gai's objectives for managing new development.
✓	Community confidence has continued in our assessment, regulatory and environmental processes.	Council's assessment, regulatory and environmental processes were reviewed against Council's adopted policies and plans to ensure they are consistent with the outcomes that Council's plans seek to achieve. All assessment, regulatory and environmental processes achieved set statutory and community outcomes during the period.
✓	A high standard of design quality and building environmental performance is achieved in new development.	Council continued to promote a high standard of design quality and building environmental performance in new development through planning controls and guidelines in LEP's and DCP's. Other innovative initiatives include Council's Smart Homes program which aims to encourage a greater uptake of sustainability design principles into residential development applications and The Ku-ring-gai Architecture and Urban Design Awards also provided a mechanism for Council to celebrate excellence in architecture and urban design and promote the professionals responsible for its delivery.
✓	An improvement plan for Gordon Centre is being progressively implemented in collaboration with owners, businesses and state agencies.	Council is leading the revitalisation of the area's local centres through a series of targeted urban renewal initiatives which form part of the award-winning Activate Ku-ring-gai development program. Revitalising these centres has been identified as a long-term objective in the Council's Community Strategic Plan and included as Term Achievements in Council's Delivery Program. An improvement plan for Gordon Centre is being progressively implemented in collaboration with owners, businesses and state agencies. Key achievements include initial master plan options and financial feasibility studies have been undertaken as well as initial key stakeholder discussions commenced. Council received the Greater Sydney Commission Award and the Parks and Leisure Association Award for the Activate Ku-ring-gai program.
✓	An improvement plan for Lindfield centre is being progressively implemented in collaboration with owners, businesses and state agencies.	Plans for Lindfield Centre are being progressively implemented in collaboration with owners, businesses and state agencies. Key achievements include the Lindfield Community Hub procurement process and delivery mechanisms being finalised. The delivery of the Lindfield Village Green is progressing well with a Development Application lodged in December 2016. Council received the Greater Sydney Commission award for Lindfield Hub and the Activate Ku-ring-gai program, and the Parks and Leisure Association Award for the Activate Ku-ring-gai program.
✓	Strategies, plans and processes are in place to effectively protect and preserve Ku-ring-gai's heritage assets.	Over the four year period new heritage controls and provisions were included in Council's major local environmental plans and development control plans. Planning proposals were also completed for new heritage conservation areas and heritage items. Submissions were made on several NSW Planning Reforms and the Draft North District Plan, including the need to further recognise and strengthen the role of Ku-ring-gai's unique heritage in the region. Consideration of Aboriginal heritage sites continued and are part of Council's standard environmental assessment process.

✓	Local, Aboriginal and cultural history is recognised and promoted.	Local Aboriginal culture and history continued to be recognised and protected through Council's continued participation in the regional Aboriginal Heritage Office initiative. The AHO provides comprehensive programs that are presented regularly at festivals and events, in particular those associated with the Guringai Festival and Reconciliation Week. Aboriginal bush skills, art and culture and Dreamtime programs were presented at the St Ives Precinct, along with Aboriginal bush walks.
✓	Partnerships are established with community groups and organisations to optimise the availability and use of sporting, recreation and leisure facilities.	Council continued to work closely with sporting organisations and clubs, user groups and residents to upgrade and build sustainable sports grounds, netball, tennis and multi-sport courts, clubhouse facilities and other recreational facilities and amenities to provide for the needs of the population into the future. Where possible Council has staged upgrades over a number of years to maximize availability of the facility to users. Many of these works require extended planning and are subject to available funding. Council continued to facilitate improving facilities through direct funding and construction or funding through a combination of government grants and/or contributions from local organisations. Completion of Ku-ring-gai's first all-weather synthetic playing field, the Charles Bean Sportsfield, and new community centre in 2014 at the former UTS site, Lindfield was facilitated through an earlier Voluntary Planning Agreement between Council and the developer of the site, Defence Housing Australia (DHA). More recently Council has collaborated with the Department of Education to identify partnership opportunities within existing Department of Education sites which could improve both facilities for students and community access.
✓	Usage of existing community buildings and facilities is optimised.	Council provides a range of buildings and facilities that are available for the community for long term lease or for casual or permanent hire. Halls and meeting rooms in particular have been in high demand with high utilisation rates across the entire reporting period. Visitor numbers at the St Ives Precinct continued to increase as a result of a comprehensive marketing program. In particular Caley's pavilion for wedding and function hire, picnic grounds for birthday parties and the show ground for events and markets. The High Ropes and the regional playground projects at the show ground have progressed, and tennis and court facilities across the LGA have been upgraded and marketed to the sporting community. Golf courses are professionally managed with a significant increase in player numbers at the North Turramurra course.
✓	Our public infrastructure and assets are planned, managed and funded to meet the community expectations, defined levels of service and address inter-generational equity.	Over the four year period Council completed major capital works programs across all themes in the Community Strategic Plan in response to current and projected community needs and defined levels of service. This included a significantly expanded program of new and upgraded roads, footpaths, drainage and traffic facilities; new and upgraded parks and sporting facilities; improvements to community buildings and facilities and planning for revitalisation works to the main centres. Key achievements include progression of planning for the Activate Ku-ring-gai program including the largest projects currently planned for Ku-ring-gai - Activate Lindfield, Activate Turramurra and Activate Gordon projects, which are integrated multi-million dollar capital works of which contributions will be a key contributing factor to their planning and delivery.

2013-2017 Delivery Program – Performance Indicators

Council's Delivery Program and annual Operational Plan include 14 performance indicators for this theme. These indicators measure Council's performance across a range of activities and are measured as part of the June bi-annual reporting process.



Performance Indicator	Yearly Target	Units	Baseline	Achieved			
				13/14	14/15	15/16	16/17
Tree Management requests actioned within agreed service delivery standards.	90	%	In 2012/2013 90% of the 5,000 tree management requests received were actioned within agreed service delivery standards. (Data source: Council)	85	94	75	70
Percentage of development applications assessed largely consistent with relevant policies and legislation.	100	%	Annual target of 100% for assessing applications. (Data source: Council)	100	100	100	100
Development application determination times. Lesser is better.	80	Days	Annual target for net median processing times for all applications is less than 80 days. (Data source: Council)	68	54	74	78
Percentage of Land and Environment Court matters that result in successful outcomes.	80	%	In 2012/13 Council was successful in over 90% of cases in the Land and Environment Court. (Data source: Council, Land & Environment Court)	100	90	92.5	95

Open space projects.	95	%	Completion of capital works programs within timeframes and budgets. (Data source: Council)	95	100	90	95
Satisfaction with the condition and maintenance of Council sporting fields.	75	%	Satisfaction level based on previous Council community surveys.	75	75	75	75
Playground Safety Audit Program.	100	%	Completion of playground safety audit program within set timeframes. (Data source: Council)	100	100	100	100
Condition rating of community buildings.	3	Condition rating	In 2012/2013 there was an average condition rating of 3 on a scale of 1 (excellent) to 5 (poor) under Schedule 7 of the Local Government Act. (Data source: Council)	2.5	3	3	3
Potable water consumption (kL) in Council facilities. Lesser is better.	98,282	kL	In 2012/2013 potable water consumption in Council facilities was 98,282kL. (Data source: Council)	96,543	101,481	101,555	102,514
Water reuse / recycling (kL) from Council operations.	22,879	kL	In 2012/2013 Council reused/ recycled 22,879kL of water from Council operations (leachate re-use and stormwater harvesting systems). (Data source: Water Conservation Group)	13,286	74,593	132,725	134,562
Electricity consumption (MWh) of Council's fixed assets.	3,273	MWh	In 2012/2013 there was 3,273MWh electricity consumption of Council's infrastructure assets. (Data source: Utilities, Council)	3,767	3,767	5,581	5,124
Greenhouse gas emissions (tonnes CO2-e) from Council operations.	9,527	tonnes CO2-e	In 2012/2013 there was 9,527 tonnes CO2-e greenhouse gas emissions from Council's infrastructure assets (electricity, gas, fleet, street lighting). (Data source: Council)	10,068	10,645	11,258	10,589
Utilisation of community halls and meeting rooms.	75	%	In 2012/2013 there was an average 75% utilisation of community halls and meeting rooms during core times. (Data source: Council)	88	77	79	81
Capital works programs for roads, footpaths and drains.	95	%	Completion of capital works programs within timeframes and budgets. (Data source: Council)	93	95	95.5	95

Theme 4 – Access, traffic and transport

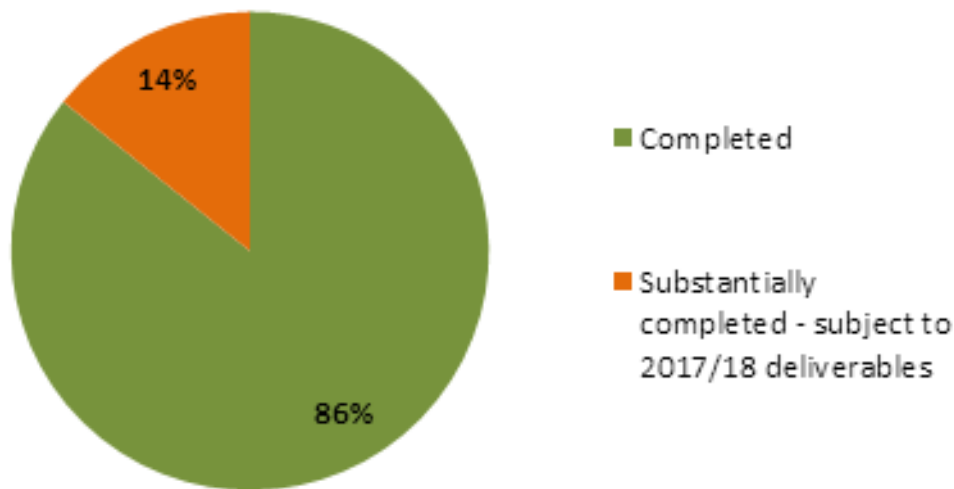
Council's Community Strategic Plan includes 5 Performance Indicators for this theme. The achievement of each indicator has been derived from data obtained from the stated baseline source.

COMMUNITY STRATEGIC PLAN 2030 – PERFORMANCE INDICATORS

Long term objective	Performance Indicator	Target	Achieved
A range of integrated transport choices are available to enable effective movement to, from and around Ku-ring-gai.	Mode split for journey to work trips showing increased public transport usage.	Increasing trend	No data available
<i>Comment: ABS Census results for this indicator will be available in October 2017. Results will be incorporated into Council's Annual Report. Anecdotal evidence is showing an increase in use of alternative modes of transport in the LGA Source: 2011 and 2016 ABS Census results.</i>			
	Rail patronage, by station.	Increasing trend	No data available
<i>Comment: ABS Census and other results for this indicator will be available later in 2017. Results will be incorporated into Council's Annual Report. Source: Bureau of Transport Statistics.</i>			
	Bicycle count data.	Increasing trend	✓
<i>Comment: Baseline of 5% increase in bicycle count data was achieved each year. Source: 2013/14 and 2016/17 Council data results</i>			
The local road network is managed to achieve a safe and effective local road network.	Number of vehicle accidents and pedestrian accidents per year.	Reducing trend	✓
<i>Comment: A decrease from the baseline of 499 vehicle and pedestrian accidents has been achieved each year. This measure has a 12 month lag thus the latest results are from the 2015/16 financial year. Source: 2013/14 and 2015/16 Roads and Maritime Services results.</i>			
An accessible public transport and regional road network that meets the diverse and changing needs of the community.	Vehicle travel speed on arterial roads within designated speed limits.	Improving trend	✗
<i>Comment: Decreased speeds on 3 main roads Source: 2013 and 2016 Roads and Maritime Services results.</i>			

Term Achievements

7 Term Achievements (6 completed, 1 substantially completed - subject to 2017/18 deliverables)



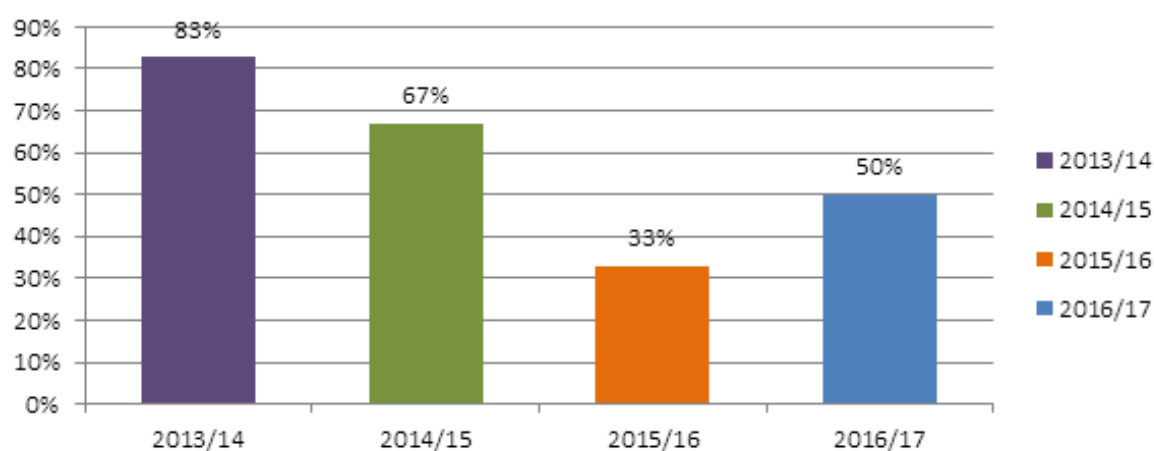
Commentary - Term Achievements

Status	Term achievement	Comments 2013-2017
✓	A network of safe and convenient links to local centres, major land uses and recreation opportunities is in place.	A comprehensive program of works was completed over the four year period to provide new and improved networks of safe and convenient walking paths, bikeway links and support facilities for recreational facilities, major land uses and local centres in Ku-ring-gai. These improvements were implemented as part of annual capital works programs for new and improved footpaths, new and improved parks, playgrounds, sporting and recreational facilities or as part of conditions of VPA's and development consents. Opportunities to provide new and enhanced pedestrian and bike linkages and facilities are also being incorporated into the master planning for Council's Activate program for Lindfield, Turramurra and Gordon centres, consistent with the Ku-ring-gai Integrated Transport Strategy recommendations. Community Research surveys conducted in 2014 and 2017 showed improved resident satisfaction with access to cycleways, footpaths and walking tracks in Ku-ring-gai over that time period. While significant and satisfactory work has been completed over the four year period it is recognised that delivery of outcomes from this Term Achievement extend well beyond the current Delivery Program.

<p>✓ Advocate to relevant government agencies and private companies for integrated public transport facilities and service improvements that meet community needs.</p>	<p>Over the four year period Council continued to liaise with Transport for NSW to secure further additional commuter parking, associated infrastructure and bus interchange upgrades at the key local centres of Gordon, Lindfield and Turramurra, as part of the Activate Ku-ring-gai local centres program. Key achievements included Council's contribution and assistance to the design and construction program for the Gordon bus/rail interchange and associated commuter parking, formalising commuter parking at Killara Railway station with Transport for NSW, submission of the Lindfield Village Green Development Application which provides for additional commuter parking, progression of the Lindfield Village Hub Expression of Interest to secure further additional commuter parking, and associated integrated public transport infrastructure. Community Research surveys conducted in 2014 and 2017 showed improved resident satisfaction with access to public transport in Ku-ring-gai over that time period.</p>
<p>✓ The community is informed, educated and encouraged to use alternative forms of transport.</p>	<p>Cycling, walking and sustainable transport have been actively promoted to the community through Council's adopted Bike Plan, popular bike map that charts all cycling routes through Ku-ring-gai, planning and implementation of new bike routes and facilities, promotion activities such as the Ride2Work day events and development of an interactive Transport Access Guide for schools, to encourage alternative modes of transport. The promotion of these programs has been through Council's website, various forms of social media and through schools and interest groups.</p>
<p>✓ Road network safety and efficiency are improved and traffic congestion is reduced.</p>	<p>Over the four year period Council has continued to implement road network improvements based on the 10 year Traffic and Transport Plan with assistance from NSW Roads and Maritime Services and Federal Government funding. Parking regulation and enforcement issues have been addressed as required over the period. Community Research surveys conducted in 2014 and 2017 showed improved resident satisfaction with both traffic management in Ku-ring-gai and the availability of car parking in the local centres over that time period.</p>
<p>✓ A strategic access, traffic and transport plan is being implemented for the Northern Sydney Region.</p>	<p>Over the four year period Council advocated and collaborated with others regarding pro-active measures for access, traffic and transport for the Northern Sydney Region. This included bus transport, traffic modelling, commuter parking and bike planning. Key achievements include Council's collaboration with regional partners to pursue a Northern Beaches transit link and the need to provide improved east-west connectivity between Ku-ring-gai and the Northern Beaches/Macquarie Park. Review, planning and implementation for regional transport links will continue via Transport for NSW and as part of the recently exhibited Sydney North District Plan.</p>
<p>✓ Council engages with the State Government to upgrade regional roads and reduce congestion in the local road network.</p>	<p>Work on upgrading regional roads and implementing traffic improvements in conjunction with the Roads and Maritime Services was completed generally in accordance with adopted programs during the period. There are a number of major projects in Council's development Contributions Plan and Long Term Financial Plan in planning phases, that will involve improvements to major roads. Current major projects include the Lindfield Community Hub and Lindfield Village Green, Turramurra Community Hub and Gordon Cultural and Civic Hub which all involve improvements to the Pacific Highway and nearby local roads. Council staff continued to proactively evaluate opportunities and submit eligible sites for funding through both federal and state road improvement programs. A recent example was funding obtained for improvements to Lady Game Drive (Blackbutt Creek to De Burgh Road) to be implemented as part of Council's 2017-2018 roadworks program.</p>

2013-2017 Delivery Program – Performance Indicators

Council's Delivery Program and annual Operational Plan include 6 performance indicators for this theme. These indicators measure Council's performance across a range of activities and are measured as part of the June bi-annual reporting process.



Performance Indicator	Yearly Target	Units	Baseline	Achieved			
				13/14	14/15	15/16	16/17
Additional footpath network.	0.9	km	Annual target of 0.9km. (Data source: Council)	2.6	2.3	0.93	0.9
Number of new and upgraded pedestrian facilities (bus stops, crossings, islands).	10	Number	Annual target of 10 new or upgraded pedestrian facilities. (Data source: Council)	11	11	5	8
Additional cycleway network.	2.5	km	Annual target of 2.5km of additional cycleway network. (Data source: Council)	6.7	0	0	0.06
Number of new and upgraded bicycle facilities.	5	Number	Annual target of 5 new or upgraded bicycle facilities. (Data source: Council)	4	6	1	2
Use of alternative modes of transport: Bicycle count data.	5	%	Annual target of 5% average increase in bicycle trips. (Data source: Council)	9	0	0	50
Reduction in the number of recorded collisions per year involving vehicles or pedestrians.	1.5	%	There were a total of 576 recorded collisions involving vehicles or pedestrians, year to December 2012. (Data source: Roads and Maritime Services)	1.5	3.67	3.67	28.8

Theme 5 – Local economy and employment

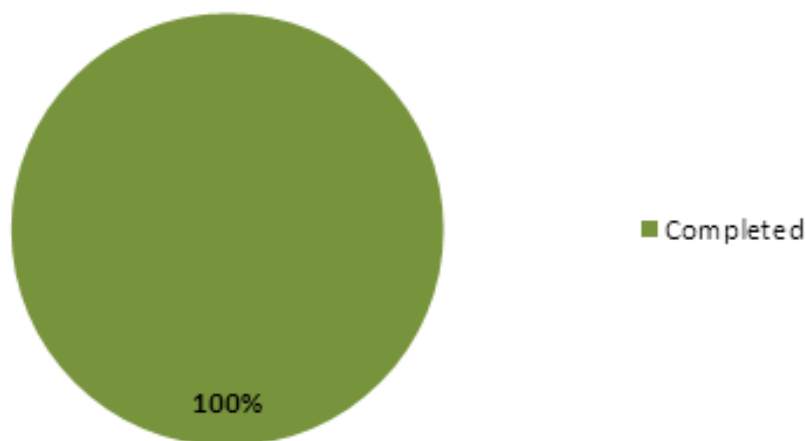
Council's Community Strategic Plan includes 6 Performance Indicators for this theme. The achievement of each indicator has been derived from data obtained from the stated baseline source.

COMMUNITY STRATEGIC PLAN 2030 – PERFORMANCE INDICATORS

Long term objective	Performance Indicator	Target	Achieved
Ku-ring-gai is an attractive location for business investment.	Business satisfaction with the attractiveness (visual amenity) of our local centres.	Increasing trend	No data available
<i>Comment: During the period Council's focus was on establishing its business and economic program initiatives for Ku-ring-gai. Baseline data and surveys will be developed for subsequent years.</i>			
	Business satisfaction with Council's regulatory services.	Steady or increasing trend	No data available
<i>Comment: During the period Council's focus was on establishing its business and economic program initiatives for Ku ring-gai. Baseline data and surveys will be developed for subsequent years.</i>			
	Number of businesses and workplaces in Ku-ring-gai.	Increasing trend	✓
<i>Comment: An increase from the baseline of 13,129 businesses was achieved. Source: 2011 and 2016 ABS Census results.</i>			
	Employment participation rates of the older workforce.	Maintain or increasing	No data available
<i>Comment: The participation rate in the workforce by older residents (55-79 year olds) in 2011 was 49.4%. Results from the 2016 ABS Census will be available in October 2017 for trend analysis. Source: 2011 and 2016 ABS Census results.</i>			
Key stakeholders have confidence in, and pro-actively partner with Council to enhance employment and economic benefits.	Business satisfaction with Council's initiatives to partner and support local business.	Increasing trend	✓
<i>Comment: Survey feedback from business program participants indicates increased satisfaction. Source: 2016/17 Council economic survey data.</i>			
Ku-ring-gai has a range of activities and experiences that attract visitors.	Visitor satisfaction with activities and experiences in Ku-ring-gai.	Increasing trend	✓
<i>Comment: Significantly increased visitation for survey benchmark location, Ku-ring-gai Wildflower Garden. Source: 2012/13 and 2016/17 Council visitation records.</i>			

Term Achievements

5 Term Achievements (5 completed)



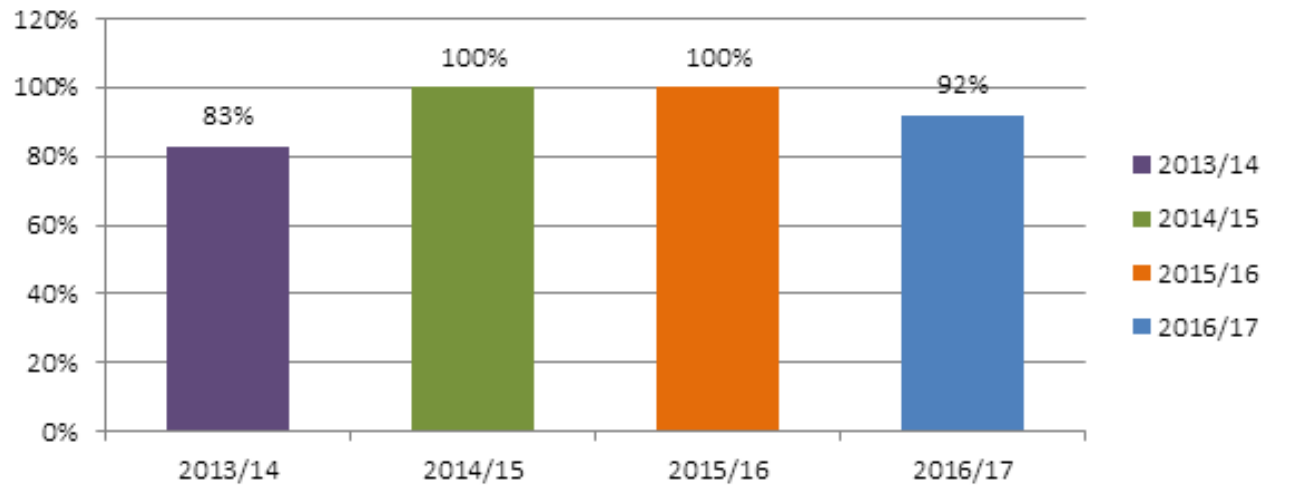
Commentary - Term Achievements

Status	Term achievement	Comments 2013-2017
✓	Ku-ring-gai's opportunities and assets are promoted to strengthen and attract business and employment to the area.	Opportunities to strengthen and support the local economy and encourage economic development in Ku-ring-gai have been achieved over the period through partnerships with the CSIRO, NSW Department of Industry and Commerce, Macquarie University and the University of Western Sydney. Other partnerships to promote local businesses and employment growth have been developed with the Office of NSW Small Business Commissioner, NSW Business Chamber and local Chambers of Commerce. Local businesses have been engaged in revitalisation projects in Town Centres and staff ensure that economic and employment matters are considered throughout the planning process.
✓	Opportunities are pursued to strengthen our local and neighbourhood centres to promote small and medium businesses in Ku-ring-gai.	Local businesses have been encouraged to provide input into local and town centre improvement plans through face to face meetings, group briefings and a range of electronic communications. Feedback and industry information is regularly supplied through many mediums including Council's website, social media and newsletters. Council also supports local businesses through sponsorship at events and festivals and regular business breakfasts, presentations with specialist guest speakers and expos.
✓	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.	Council engaged and supported the local business community through a program of events and functions covering a range of business and economic development topics. Communications were maintained with local and state Chambers of Commerce and other state agencies and regular business events were held. Communications occurred through the Business Connections Monthly, which has achieved a 43% increase in subscribers over the past 12 months.

<p>✓ Tourism business has been strengthened and expanded.</p>	<p>Over the four year period tourism business was significantly expanded in Ku-ring-gai with an events program including new regionally significant events at the St Ives precinct, such as the Medieval Faire, new markets, Back to the 50's Festival, Polo Spectacular and Wildflower Garden Festival. A Destination Management Plan was completed in the period and subsequently adopted by Council in July 2017. The plan recommends the key areas for visitation in Ku-ring-gai as nature based tourism, Aboriginal heritage and major events at the St Ives Precinct. Strategies and actions from the Destination Management Plan will be actioned over the coming years.</p>
<p>✓ Ku-ring-gai is marketed as a provider of a range of visitor activities and experiences.</p>	<p>Council provided sponsorship and assisted in the promotion and marketing of numerous events and cultural groups during the four year period. This included the Wahroonga and St Ives Food and Wine Festivals, the Marian Street Theatre for Young People and the Ku-ring-gai Philharmonic Orchestra. Ku-ring-gai also continued to develop a reputation for well run and interesting events that attract the local community as well as visitors from outside the local government area. Successful events have included the Medieval Faire, Back to the 50's Festival, Polo Spectacular, Wildflower Garden Festival, Twilight concerts, Movies in the Park, Festival on the Green and Australia Day. Council events were well attended and continued to achieve high satisfaction ratings. Event guidelines and policies continued to be revised and updated to address changing needs and ensure they meet current standards.</p>

2013-2017 Delivery Program – Performance Indicators

Council’s Delivery Program and annual Operational Plan include 13 performance indicators for this theme. These indicators measure Council’s performance across a range of activities and are measured as part of the June bi-annual reporting process.



Performance Indicator	Yearly Target	Units	Baseline	Achieved			
				13/14	14/15	15/16	16/17
Businesses in Ku-ring-gai Local Government Area (LGA).	13,499	Businesses	In 2011/2012 there were an estimated 13,499 local businesses in Ku-ring-gai Local Government Area (LGA). (Data source: National Institute of Economic and Industry Research (NIEIR))	13,173	13,478	13,572	14,004
Economic employment promotion initiatives delivered or facilitated by Council.	100	%	Completion of agreed annual program. (Data source: Council)	100	100	100	100
Local jobs in Ku-ring-gai Local Government Area (LGA).	34,835	Local jobs	In 2011/2012 there were an estimated 34,835 local jobs in Ku-ring-gai LGA, equivalent to 0.97% of total jobs in NSW. (Data source: National Institute of Economic and Industry Research (NIEIR))	34,369	35,413	37,447	37,595
Small business discussion sessions delivered and/or facilitated by Council.	10	Sessions	Completion of agreed annual program. (Data source: Council)	Not reported	Not reported	Not reported	7
Small business participants who consider the events add value to local businesses.	75	%	Annual target of 75%. (Data source: Council)	Not reported	Not reported	Not reported	100
Business sectors represented at small business discussion sessions.	>5 sectors	Sectors	Annual target of 5+ sectors. (Data source: Council)	Not reported	Not reported	Not reported	10+

Participants involved in economic employment forums, workshops and initiatives facilitated by Council.	45	Participants	Annual target of 45 participants. (Data source: Council)	40	100	370	500+
Business forums delivered and/or facilitated by Council.	2	Forums	Completion of agreed annual program. (Data source: Council)	Not reported	Not reported	Not reported	2
Participant satisfaction with business forums.	80	%	Annual target of 80%. (Data source: Council)	Not reported	Not reported	Not reported	93
Business forum participants likely to attend future events.	80	%	Annual target of 80%. (Data source: Council)	Not reported	Not reported	Not reported	100
E-newsletters delivered to local business subscribers.	11	E-newsletters	Annual target of 11 E-newsletters. (Data source: Council)	Not reported	Not reported	Not reported	100
Visitation promotion initiatives delivered or facilitated by Council.	100	%	Completion of agreed annual program. (Data source: Council)	100	100	100	11
Visits to selected Ku-ring-gai attractions.	12,000	Visits	In 2012/2013 there were 12,384 visits to the Ku-ring-gai Wildflower Garden. (Data source: Council)	17,900	20,500	30,764	54,880

Theme 6 – Leadership and governance

Council's Community Strategic Plan includes 7 Performance Indicators for this theme. The achievement of each indicator has been derived from data obtained from the stated baseline source.

COMMUNITY STRATEGIC PLAN 2030 – PERFORMANCE INDICATORS

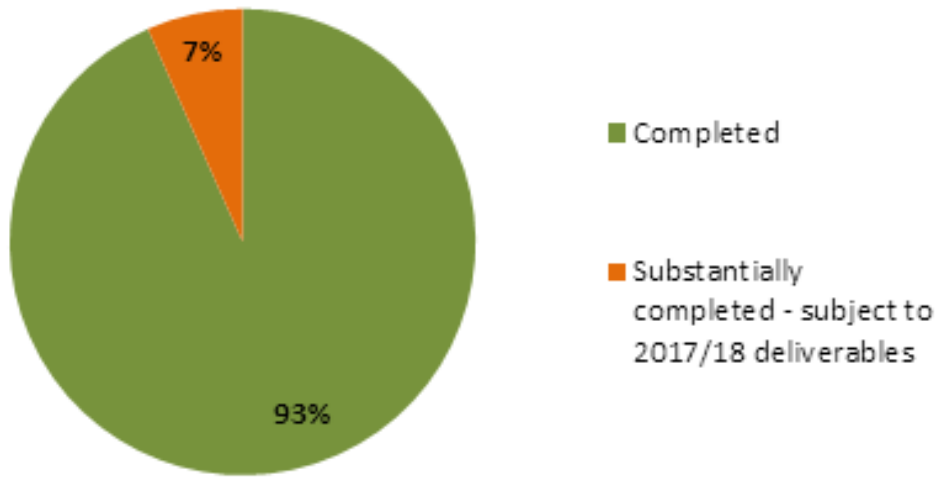
Long term objective	Performance Indicator	Target	Achieved
A shared long term vision for Ku-ring-gai underpins strategic collaboration, policy development and community engagement.	Community awareness of the long term vision and objectives for Ku-ring-gai.	Increasing trend	✓
<i>Comment: Increased resident satisfaction. Source: 2014 and 2017 Community Research results.</i>			
Council rigorously manages its financial resources and assets to maximise delivery of services.	Ongoing operating surpluses.	Maintain or increasing trend	✓
<i>Comment: Benchmark achieved 2013 – 2017. Source: Council's draft financial statements for 2016/17.</i>			
	Ability to increase commitment of general revenue towards asset refurbishment.	Increasing trend	✓
<i>Comment: Benchmark achieved 2013 – 2017. Source: Council's draft financial statements for 2016/17.</i>			
	Working capital.	Greater than or equal to \$4 million	✓
<i>Comment: Benchmark achieved 2013 – 2017. Source: Council's draft financial statements for 2016/17.</i>			
The organisation is recognised and distinguished by its ethical decision-making, efficient management, innovation and quality customer service.	Overall community satisfaction with Council services.	Increasing trend	✓
<i>Comment: Increased resident satisfaction. Source: 2014 and 2017 Community Research results.</i>			
The community is informed and engaged in decision making processes for community outcomes.	Community satisfaction with Council's consultation and engagement.	Increasing trend	✓
<i>Comment: Increased resident satisfaction. Source: 2014 and 2017 Community Research results.</i>			
	Community satisfaction with Council's provision of information about events, services, programs and activities.	Increasing trend	✓
<i>Comment: Increased resident satisfaction. Source: 2014 and 2017 Community Research results.</i>			

Notes:

- The financial indicators are subject to completion of the end of financial year review and external audit review and will be reported to Council as part of the draft Financial Statements for 2016/17.
- The natural environment figures may have been amended, or are marginally different to those previously reported, to reflect the most accurate data that has become available over the reporting period.

Term Achievements

15 Term Achievements (14 completed, 1 substantially completed - subject to 2017/18 deliverables)



Commentary - Term Achievements

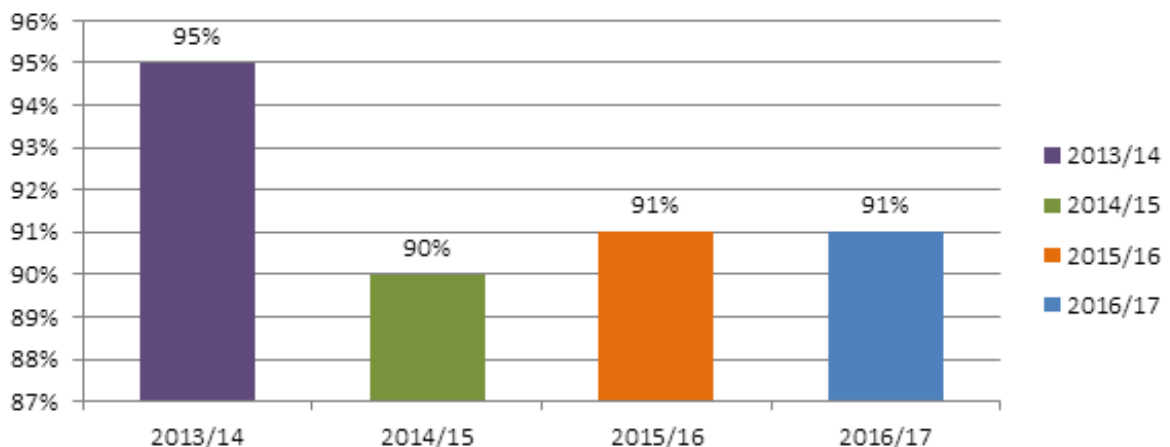
Status	Term achievement	Comments 2013-2017
✓	The aspirations, objectives and priorities of our community are reflected in the Ku-ring-gai Community Strategic Plan - 'Our Community Our Future 2030' and inform Council's policy development, decision-making and program delivery.	Council has implemented the community's long term objectives and priorities, as reflected in the Community Strategic Plan 2030, through its adopted four year Delivery Program. Program progress has been reported to Council bi-annually and to the community annually. The Delivery Program has also been reviewed annually as part of the preparation of the annual Operational Plan and to ensure that community objectives are being addressed. The End of Term report provides an overview of how Council has succeeded in progressing the community's long term objectives.
✓	Council leads the community by advocating, influencing and participating in policy development to the benefit of the local area.	Council continued to proactively advocate on behalf of the Ku-ring-gai community, through its participation in a range of State and regional policy development forums and responses to wide ranging policy and legislation. Council also continued to assist the local community and businesses to increase their capacity to advocate and seek funding from other government agencies and organisations.
✓	Partnerships are established with government agencies, regional and local organisations and community groups and are working to achieve Ku-ring-gai's community outcomes.	Ku-ring-gai's Community Strategic Plan 2030 identifies stakeholders, other than Council, who can play a role in delivering the community's desired outcomes stated in the Plan. Council continued to actively pursue and support numerous partnerships with government, business, community and not for profit groups to deliver those community outcomes across all themes in the Plan over the four year period.

✓	Council's responses to government policy and reforms are guided by and aligned with the adopted Community Strategic Plan 'Our Community Our Future 2030'.	Over the four year period Council provided responses to numerous proposed local government reforms, legislative and regulatory changes and new State Government plans. Council's responses were comprehensively researched and consistent with the long term objectives in the Community Strategic Plan 2030. This included recent submissions to the new <i>Biodiversity Conservation Act, 2016</i> and <i>Local Land Services Amendment Act, 2016</i> , Greater Sydney Regional Plan - Towards our Greater Sydney 2056 and draft North District Plan as well as Council's continued appeal actions against a forced merger with Hornsby Shire Council, which has since been abandoned by the State Government.
✓	Council's financial services provide accurate, timely, open and honest advice to the community.	Council has strong systems of internal control and reporting that enable robust information to be provided to elected members and the community on a timely basis. This has included budget reviews, financial statements, the operational plan, long term financial plan and the Annual Report.
✓	Council expenditure satisfies the needs of the community.	Council expenditure reflects the needs of the community as identified by the Community Strategic Plan and Delivery Program and incorporated into the Operational Plan. Completion of the works and delivery of services has been regularly reported to Council and the community via quarterly and annual reviews, along with the End of Term report.
✓	Council has increased its commitment to infrastructure asset management priorities.	In this four year term Council has increased asset management as a priority and identified a strategic approach to increasing funding for asset renewal. Council has further developed asset management plans and implemented new asset management information systems.
✓	Council's integrity and operating effectiveness is continually being improved through its leadership, decision-making and policies.	Over the four year period Council's sound accountability and decision making processes were supported by a comprehensive suite of Integrated Planning and Reporting documents. These documents clearly articulate the community's vision and priorities, how Council would progress towards their achievement, and importantly, how Council would monitor and measure its progress. The delivery of these plans and priorities have been substantially achieved with the support of an efficient and effective organisation.
✓	Integrated risk management, compliance and internal control systems are in place to identify, assess, monitor and manage risks throughout the organisation.	Council continued to develop its risk management policies, systems and procedures to manage risks for the organisation over the four year period. Risk reviews were undertaken and Council continued to work closely with its insurer to improve risk management.
✓	Council's Governance framework is developed to ensure probity, transparency and the principles of sustainability are integrated and applied into our policies, plans, guidelines and decision-making processes.	Council maintained a strong governance framework underpinned by policies and procedures along with transparent decision making by Council based on publically available reports. Council is a member of an internal audit service shared with other north shore councils and governance is also overseen by the Audit and Risk Committee which has two independent members, one of whom is the Chair.
✓	The organisation is recognised as a leader in sustainability.	Over the four year period Council's leadership and innovation in delivering its sustainability programs continued to be recognised through multiple awards. Recent examples include two 'Resilience Australia' awards for the Climate Wise Communities program (2013 and 2016); a 'Sustainable Cities' award for the Loving Living Ku-ring-gai program (Community Actions and Partnerships) (2014); and two 'NSW Local Government Excellence in the Environment' awards for the Climate Wise Communities program (2013) and Council's bushland management program (2015).

✓	<p>Council services and programs are provided on the basis of equity, community priorities, and best value for money within available resources.</p>	<p>Council's services and programs are designed to meet the identified needs of the community in the most cost efficient and effective manner within available resources. The Integrated Planning and Reporting documents, including the Long Term Financial Plan, Asset Management Strategy and Workforce Strategy provide elected councillors with the required information to allocate Council's financial, physical and workforce resources in an equitable manner, given competing demands. During the four year period the organisation continued to review its internal systems, processes and work practices to realise service delivery efficiencies and improve work practices. Community satisfaction research undertaken in February 2017 indicated significant improvement in the level of community satisfaction with Council's delivery of its services and facilities over the four year period. The detailed results of that research are being used to inform the organisation's service delivery.</p>
✓	<p>Community engagement utilises effective and varied communication channels to reach all sections of the community.</p>	<p>Council maintained a high level of engagement with the community across all themes in the Community Strategic Plan. Of note were the planned engagement activities for the revitalisation of Lindfield and Turramurra local centres, local government amalgamations and community feedback obtained for new Council plans and policies. Council's Community Engagement Policy was revised and has been promoted across the organisation achieving best practice community consultation with our residents. A program of engagement to inform residents about Council's services programs and facilities was also implemented. This included varied communication channels to best reach all sectors within the community and publication of Council's vast range of services and achievements through a range of media while ensuring a high standard of visual design and quality content across all communications.</p>
✓	<p>Contribute to enhancing and protecting Council's reputation and public image.</p>	<p>Over the four year period staff continued to monitor media and public comment on a daily basis and co-ordinate appropriate responses in a timely manner to best ensure Council's reputation is protected and maintained.</p>

2013-2017 Delivery Program – Performance Indicators

Council's Delivery Program and annual Operational Plan include 22 performance indicators for this theme. These indicators measure Council's performance across a range of activities and are measured as part of the June bi-annual reporting process.



Performance Indicator	Yearly Target	Units	Baseline	Achieved			
				13/14	14/15	15/16	16/17
Occupancy rate of Council property portfolio.	90	%	Annual target for occupancy rate. (Data source: Council)	95	95	97	100 (retail and residential portfolio) 57 828 Pacific Highway, Gordon (based on tenants per floor)
Debt Service Percentage. Lesser is better.	4	%	Annual target less than or equal to 4% for Council's debt service percentage (ability to service debt). (Data source: Council's Financial Statements)	4.3	16.42	2.7	1.19
Working Capital.	4	\$ Million	Annual target greater than or equal to \$4 million. (Data source: Council's Financial Statements)	4.7	4.67	4.6	7.2
Unrestricted Current Ratio.	2.0	Ratio	In 2012/2013 Council's unrestricted current ratio (liquidity) was 2.04:1. (Data source: Council's Financial Statements)	2.3	2.5	2.6	3.12
Rates and Annual Charges Coverage Percentage. Lesser is better.	60	%	Annual target less than or equal to 60% dependence on rates income. (Data source: Council Financial Statements)	60	57.28	50	52.84
Rates Outstanding Percentage. Lesser is better.	4	%	Annual target less than or equal to 4% for rates outstanding percentage (impact of uncollected rates on Council's liquidity). (Data source: Council's Financial Statements)	3.2	3.18	3.16	3.27

Statutory financial reports are prepared and reported to Council in compliance with legislative requirements.	100	%	In 2012/2013 all statutory financial reports were reported to Council within statutory timeframes and to legislative standards. (Data source: Council)	100	100	100	100
Invoices paid to small businesses within 30 days from invoice date.	90	%	Annual target of 90% invoices. (Data source: Council)	Not reported	Not reported	92	93
Building and Infrastructure Renewals Funding Ratio.	100	%	In 2012/2013 Council's Building and Infrastructure Renewals Ratio was 95.45%. (Data source: Council's Financial Statements)	104	100	82	74
Statutory governance and integrated planning reports are prepared and reported to Council in compliance with legislative requirements.	100	%	In 2012/2013 all statutory governance and integrated planning reports were reported to Council within statutory timeframes and to legislative standards. (Data source: Council)	100	100	100	100
Risk management performance against Council's Enterprise Risk Management Framework.	100	%	Annual target of Risk Management Reports presented to quarterly Audit Committee meetings consistent with Council's Enterprise Risk Management Framework. (Data source: Council)	100	100	100	100
Council's Business Papers are accessible via Council's website in a timely manner.	100	%	Annual target of 100% of Council's Business Paper compiled, delivered and accessible within the Code of Meeting Practice timeframes. (Data source: Council)	100	100	100	100
Request for information applications completed within statutory timeframes.	90	%	In 2012/2013 90% of applications under GIPA and PPIPA were processed within statutory timeframes. (Data source: Council)	100	94	100	100

Council's policies are accessible via Council's website in a timely manner.	98	%	98% of Council policies are accessible via Council's website. (Data source: Council)	100	100	100	98
Staff Turnover Rate.	10	%	In 2012/2013 there was a 9% turnover rate for full-time employees. (Data source: Council)	9.3	12	9.53	11.34
Reduction in Lost Time Injuries (LTI).	5	%	5% reduction from same period in 2012. (Data source: Council)	26.6	9	+70	22
Staff participation in learning and development.	40	%	In 2012/13 over 40% of staff completed accredited training courses or attended approved learning and development sessions. (Data source: Council)	74	80.3	47	50
Computer network availability.	98	%	In 2012/2013 Council's computer network was available 98% of the time to internal and external customers. (Data source: Council)	98	98	99	99
Customer service enquiries responded to within agreed service delivery standard.	85	%	Annual target of 85% customer service enquiries responded to within agreed service delivery standard. (Data source: Council)	85	96	85	85
Customer requests actioned within agreed service delivery standard.	85	%	Annual target of 85% of customer requests actioned within agreed service delivery timeframes. (Data source: Council)	100	100	85	85
Community engagement activities facilitated by Council.	100	%	Completion of agreed community engagement program. (Data source: Council)	100	100	100	100
Increase in community access of information about local activities and services.	5	%	In 2012/2013 there were 468,840 visitors who accessed information via Council's website, Facebook, Twitter, Ku-ring-gai update newsletter and local newspapers. (Data source: Council)	5	31	5	5

2 Community Feedback

The following information provides further results of the research into the community’s priorities and satisfaction with Council and the local area.

Strengths of Ku-ring-gai LGA

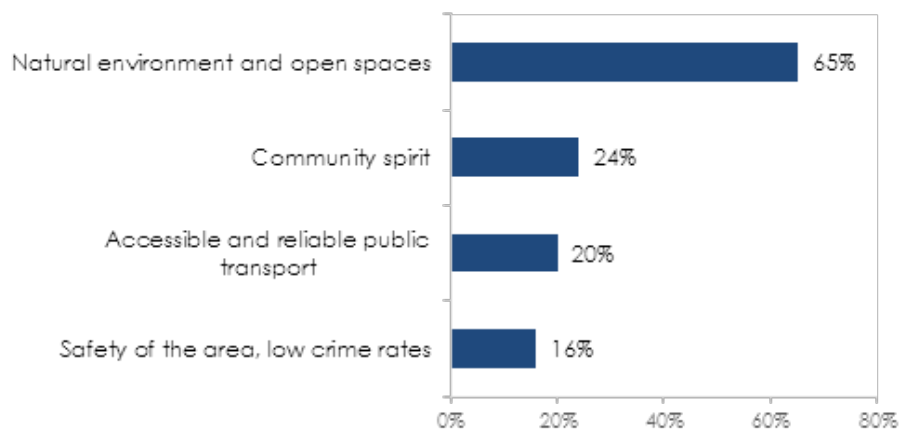
SUMMARY

Almost two-thirds (65%) of residents believe the ‘natural environment and open spaces’ are a strength of the local area. Other strengths included the ‘community spirit’, ‘accessible and reliable public transport’ and the ‘safety of the area, low crime rates’.

Q5a. Thinking generally about living in the Ku-ring-gai area, what do you feel are the strengths of the local area?

WORD FREQUENCY TAGGING

Verbatim responses for this question were collated and entered into analytical software. This analysis ‘counts’ the number of times a particular word or phrase appears and, based on the frequency of that word or phrase, a font size is generated. The larger the font, the more frequently the word or sentiment is mentioned.



Base: N = 506

Note: Only responses ≥ 16% are shown.

Highest Priority Issues within Ku-ring-gai LGA

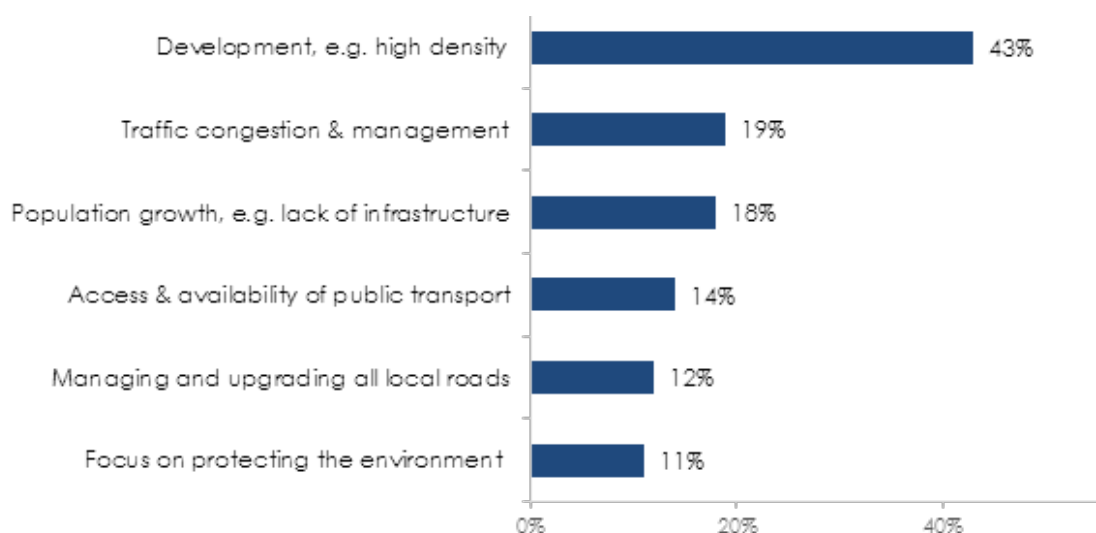
SUMMARY

Residents believe 'development' (43%) will be the highest priority issue within the Ku-ring-gai area in the next 10 years. Residents are also concerned about the flow-on effects of development, i.e. 'traffic congestion & management' (19%), 'population growth' (18%), 'access & availability of public transport' (14%), 'managing and upgrading all local roads' (12%) and 'focus on protecting the environment' (11%).

Q5b. Thinking of the next 10 years, what do you believe will be the highest priority issues within the Ku-ring-gai area?

WORD FREQUENCY TAGGING

Verbatim responses for this question were collated and entered into analytical software. This analysis 'counts' the number of times a particular word or phrase appears and, based on the frequency of that word or phrase, a font size is generated. The larger the font, the more frequently the word or sentiment is mentioned.



Base: N = 506
Note: Only responses ≥ 11% are shown.

Importance of Maintaining Ku-ring-gai's Unique Visual Character & Identity

SUMMARY

86% of residents believe it is important for Council to maintain Ku-ring-gai's unique visual character and identity.

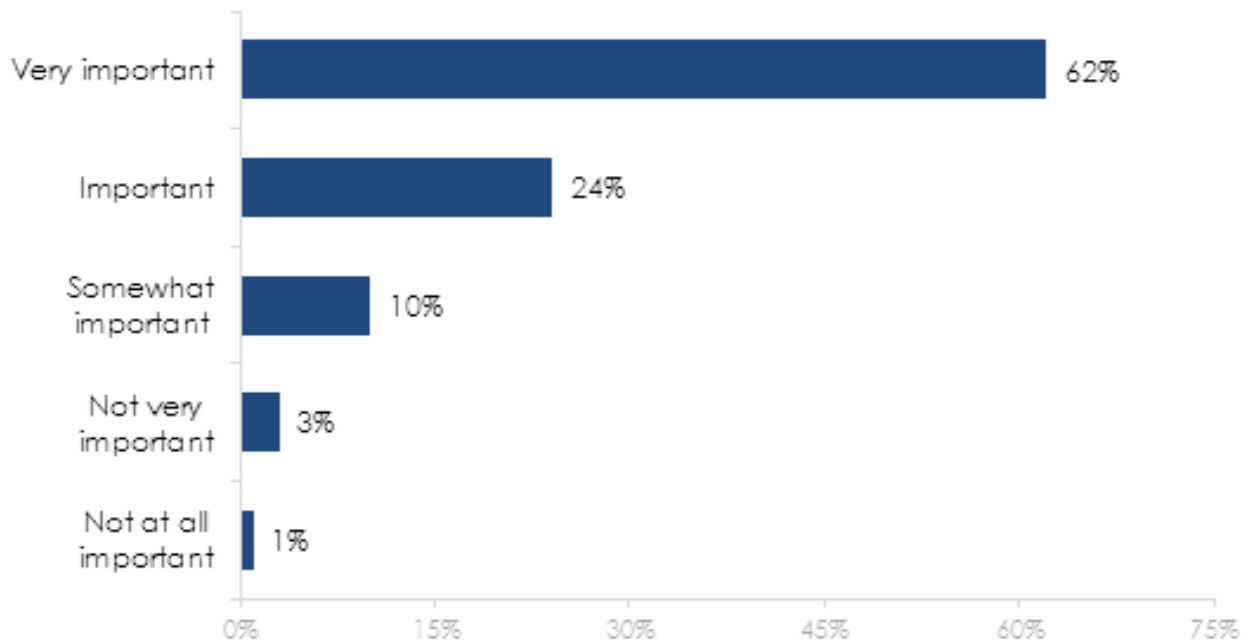
Residents aged 50+, and ratepayers were significantly more likely to place importance on this, whilst those aged 18-34 were significantly less likely.

Q5c. How important is it for Council to maintain Ku-ring-gai's unique visual character and identity?

	Overall 2017	Male	Female	18-34	35-49	50-64	65+	Ratepayer	Non-rate- payer
Mean ratings	4.43	4.35	4.50	4.02▼	4.36	4.60▲	4.70▲	4.49▲	4.05

Scale: 1 = not at all important, 5 = very important

▲▼ = A significantly higher/lower level of satisfaction (in comparison to other mean ratings)



Base: N=506

Quality of Life

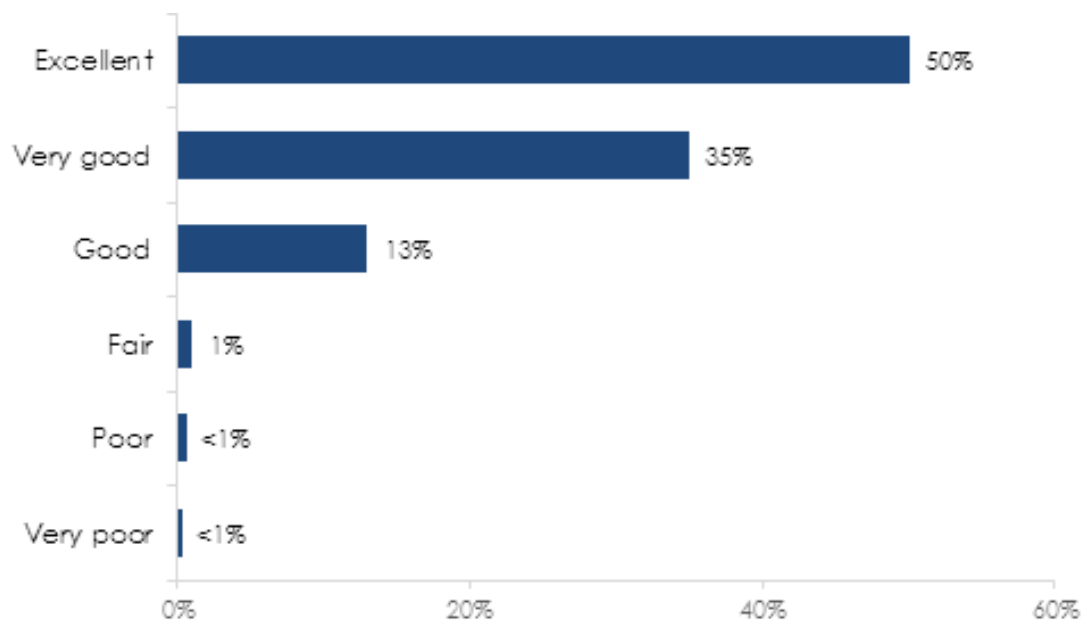
SUMMARY

Overall, 98% of residents rated their quality of life in the Ku-ring-gai area as 'good' to 'excellent', with half of the residents, (50%), giving the top rating of 'excellent'. This result was similar across the demographics.

Q5a. Overall, how would you rate the quality of life you have living in the Ku-ring-gai area?

	Overall 2017	Male	Female	18-34	35-49	50-64	65+	Ratepayer	Non-rate- payer
Mean ratings	5.32	5.37	5.28	5.26	5.33	5.39	5.29	5.31	5.38

Scale: 1 = very poor, 6 = excellent



Base: N=506

3 List of Council Policies

Below is a list of key new or revised Council policies adopted or revised by Council during the 2013-2017 period.

 COUNCIL'S PLANS AND POLICIES ARE AVAILABLE ONLINE
kmc.nsw.gov.au/policies

Community, People and Culture

- ▶ Abandoned Shopping Trolley Policy (2013)
- ▶ Access and Disability Inclusion Plan 2014-2018 (2015)
- ▶ Companion Animals Management Plan 2017
- ▶ Community Facilities Strategy (2014)
- ▶ Ku-ring-gai Council Children's Needs Assessment (2016)
- ▶ Hornsby Ku-ring-gai Bushfire Risk Management Plan 2017 - 2020
- ▶ Swimming Pool Barrier Inspection Policy (2013)
- ▶ Social Impact Assessment Policy (2015)

Natural Environment

- ▶ Climate Change Policy (2015)
- ▶ Climate Change Adaptation Strategy (2016)
- ▶ Biodiversity Policy (2016)
- ▶ Bushland Reserves Plan of Management (2013)
- ▶ Bushland Dumping and Encroachment Policy (2016)
- ▶ Contaminated Land Policy (2016)
- ▶ Fauna Management Policy (2016)
- ▶ Water Sensitive City Policy (2016)
- ▶ Greenhouse Gas Reduction Action Plan 2015 - 2017
- ▶ Sustainable Event Management Policy 2014-2017

Places, Spaces and Infrastructure

- ▶ Graffiti Removal Policy (2014)
- ▶ Compliance Policy (2016)
- ▶ Ku-ring-gai Local Approvals Policy (2015)
- ▶ Ku-ring-gai s94A Contributions Plan (2015)
- ▶ Asset Management Plan – Roads & Transport Infrastructure (2014)

- ▶ Asset Management Plan – Stormwater Drainage (2014)
- ▶ Ku-ring-gai Local Environmental Plan (2015)
- ▶ Ku-ring-gai Local Centres Development Control Plan (2016)
- ▶ Ku-ring-gai Development Control Plan (2016)
- ▶ Covert Electronic Surveillance for Illegal Dumping Policy (2015)
- ▶ Overt Electronic Surveillance in Public Places Policy (2014)
- ▶ Dividing Fences adjoining Council land Policy and Procedures (2014)
- ▶ Drainage Works and Maintenance Policy and Procedures (2013)
- ▶ Pesticide Notification Plan for Outdoor Public Places (2016)
- ▶ Planning Agreement Policy (2016)
- ▶ Private Use of Road Reserves and Nature Strips (2016)

Access, Traffic and Transport

- ▶ Footpath Maintenance and Repairs Policy and Procedure (2013)
- ▶ Traffic and Transport Policy – Operations (2015)
- ▶ Road Maintenance and Repairs Policy and Procedure (2013)

Local Economy and Employment

- ▶ Draft Ku-ring-gai Destination Management Plan (2017)

Leadership and governance

- ▶ Ku-ring-gai Community Strategic Plan 2030
- ▶ Resourcing Strategy (2013)
- ▶ Long Term Financial Plan (reviewed annually)
- ▶ Asset Management Strategy (2013)
- ▶ Asset Management Policy (2014)
- ▶ Workforce Strategy (2015)
- ▶ Investment Policy (2017)
- ▶ Commercial Leasing Policy (2014)
- ▶ Acquisition and Divestment of Land Policy (2014)
- ▶ Easement Management Policy (2013)
- ▶ Estimating and Cost Control Policy (2013)
- ▶ Code of Conduct (2016)
- ▶ Code of Meeting Practice (2013)
- ▶ Related Party Disclosures (2017)
- ▶ Privacy Management Plan (2013)
- ▶ Policy for the Payment of Expenses and Provision of Facilities to Councillors (2016)
- ▶ Cash Handling Policy (2016)
- ▶ Corporate Credit Card Policy (2014)
- ▶ Community Consultation Policy (2016)
- ▶ Media and Communications Policy (2016)



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