



REVISED DELIVERY PROGRAM 2018 – 2021 AND OPERATIONAL PLAN 2019 – 2020

JUNE BIANNUAL REPORT

1 JANUARY – 30 JUNE 2020

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ABOUT THIS REPORT

Ku-ring-gai Council's Revised Delivery Program 2018-2021 and Operational Plan 2019-2020 were adopted in June 2019. The combined document includes:

- Three year Term Achievements, outlining what Council intends to do during its term of office to progress the Community Strategic Plan 'Our Ku-ring-gai 2038'. *
- One year Operational Plan Tasks that detail the projects, programs and services that will be undertaken during 2019-2020.
- Performance Indicators that are reported annually as part of the June bi-annual reporting.

This report is presented under the following six themes:



Community, people and culture



Natural environment



Places, spaces and infrastructure



Access, traffic and transport








Local economy and employment



Leadership and governance

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

	Status	Description
	Completed	Task has been completed.
	Progress on track	Performance is progressing as scheduled.
	Behind schedule	Delayed performance progress with remedial action required.
	Significantly behind schedule	Performance issues resulting in major delays. Actions to address issues to be included.
	On hold	Council resolved to not proceed or place the task on hold.

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

This report is available at www.kmc.nsw.gov.au/deliveryprogram

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

PERFORMANCE SUMMARY

Two performance reviews were completed to assess the impacts of the COVID-19 restrictions on Council's planned delivery of services and programs during the reporting period and 2019/20. They included:

- Performance results including COVID-19 impacts. This shows the resultant reductions in percentage progress for tasks, term achievements and performance indicators for the reporting period with overall performance below levels in previous years.
- Performance results excluding COVID-19 impacts. This assessment took into account those tasks, term achievements and performance indicators that would have achieved completion or their targets, based on previous bi-annual reviews and commentary from staff. The results indicate performance results significantly higher and consistent with levels achieved in previous years. The difference demonstrates the effect of the COVID-19 health restrictions on Council's planned delivery of services and program in 2019/20.

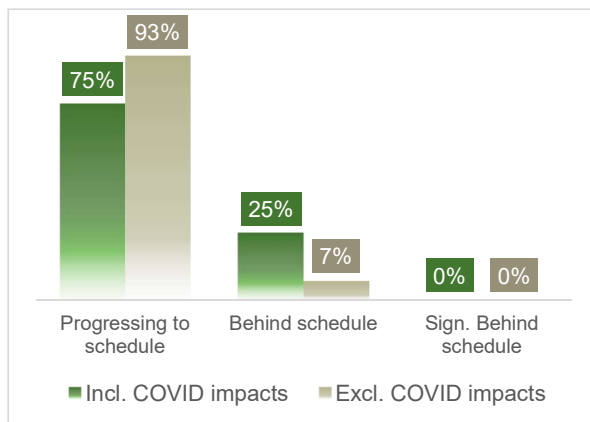
SNAPSHOT

Delivery Program 2018 - 2021

75%
INCLUDING COVID-19 IMPACTS

93%
EXCLUDING COVID-19 IMPACTS

TERM ACHIEVEMENTS PROGRESSING AS SCHEDULED

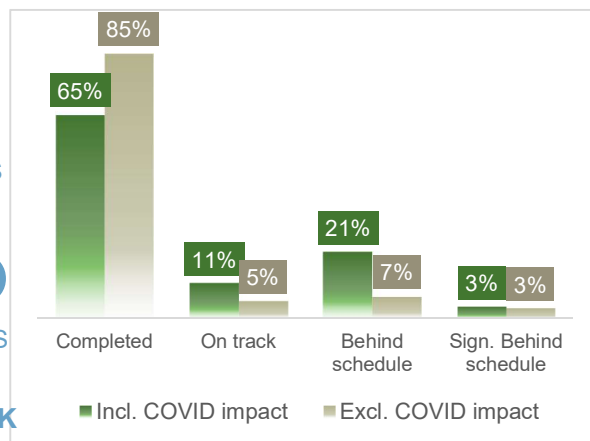


Operational Plan 2019 – 2020

76%
INCLUDING COVID-19 IMPACTS

90%
EXCLUDING COVID-19 IMPACTS

TASKS COMPLETED OR ON TRACK

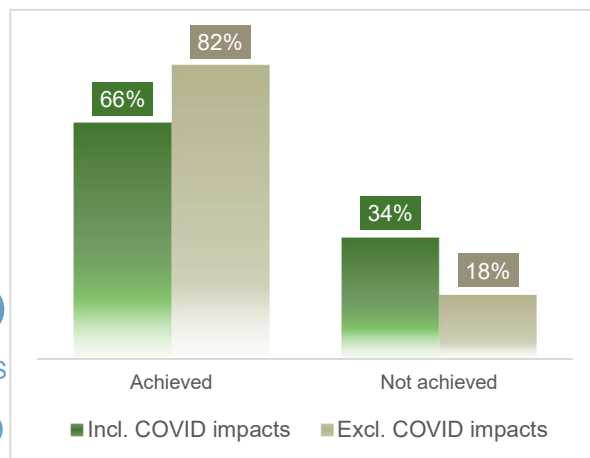


Performance Indicators 2019 – 2020

66%
INCLUDING COVID-19 IMPACTS

82%
EXCLUDING COVID-19 IMPACTS





INDICATORS ACHIEVED








PERFORMANCE BY THEME

All departments have provided status updates on the progress of Delivery Program term achievements and Operational Plan tasks with commentary provided for those not progressing to schedule. Results indicate good progress for the majority of term achievements and tasks across all themes. For those not progressing to schedule, commentary includes the reasons for delays and proposed remedial actions.

Delivery Program term achievement performance by theme



Theme	Term Achievements				Total no.
	 Progressing as scheduled	 Behind schedule	 Significantly behind schedule	 On hold	
Community, People and Culture	4	4	0	0	8
Natural Environment	7	3	0	0	10
Places, Spaces and Infrastructure	12	3	0	1**	16
Access, Traffic and Transport	5	2	0	0	7
Local Economy and Employment	2	1	0	0	3
Leadership and Governance	11	1	0	0	12
Total no. incl. COVID-19 impacts	41	14	0	1	56
Total no. excl. COVID-19 impacts	51	4	0	1	56

Operational Plan task performance by theme

Theme	Tasks					Total no.
	 Completed	 On track	 Behind schedule	 Significantly behind schedule	 On hold	
Community, People and Culture	15	3	12	0	0	30
Natural Environment	15	2	10	0	0	27
Places, Spaces and Infrastructure	38	8	14	3	1**	64
Access, Traffic and Transport	12	0	0	2	0	14
Local Economy and Employment	5	1	2	1	0	9
Leadership and Governance	48	7	5	1	0	61
Total no. incl. COVID-19 impacts	133	21	43	7	1	205
Total no. excl. COVID-19 impacts	173	10	15	6	1	205

** P4.1.4/ P4.1.4.1: Items currently placed on hold by Council Resolution dated 19 May, 2020 (GB.2 Minute 96) for a period of up to 24 months pending the outcome of Ku-ring-gai Council's comprehensive Local Environmental Plan. These are not included in performance calculations.

Delivery Program performance indicator achievements by theme



Theme	 Achieved	 Not achieved	Total
Community, People and Culture	6	8	14
Natural Environment	8	3	11
Places, Spaces and Infrastructure	8	3	11
Access, Traffic and Transport	3	2	5
Local Economy and Employment	4	2	6
Leadership and Governance	18	6	24
Total no. incl. COVID-19 impacts	47	24	71
Total no. excl. COVID-19 impacts	58	13	71



EXCEPTION REPORT

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

THEME 1: COMMUNITY, PEOPLE AND CULTURE



Term Achievement Exceptions


Code	Description	Progress	Comments
C1.1.1	<p>Council's policies, programs and advocacy address the social, information and health needs of all age groups, reduce disadvantage and address gaps in service provision.</p> <p>Signoff Authority: Director Community</p>	 <p>Progress of this Term Achievement has been affected by COVID-19 restrictions</p>	<p>Progressed however many scheduled service delivery programs were significantly altered from March/April 2020 in response to the COVID-19 health and safety restrictions.</p> <p>Council is delivering a number of programs in response to identified community need for various target groups including children, families, young people, older people, people with disabilities, people from culturally and linguistically diverse backgrounds etc. The services, activities, and programs experienced high levels of utilisation in the first half of the reporting period resulting in increased levels of community engagement and user satisfaction. Council continued working to build the capacity of local community organisations to deliver services through the recruitment, training, referral and promotion of volunteers across a number of program areas.</p> <p>Due to the COVID-19 restrictions, from March/April the delivery of many of the community programs and activities were significantly impacted. Where possible, modified services were provided on-line to maintain contact with participants and comply with public health order restrictions.</p> <p>Following the library closures some service gaps were addressed with increased access to the Library's online resources, especially during the period from March to June, and alternative avenues of service delivery utilised where practical. Use of online library resources increased to an above state average. Collaboration with Council's Parking Rangers addressed problems with isolated residents.</p> <p>Reason</p> <p>Tasks contributing to the Term Achievement's progress in 2019/20 were affected by COVID-19 restrictions.</p> <p>Remedial Action</p> <p>The tasks are included in the adopted Operational Plan for 2020/21.</p>
C1.1.2	<p>Access has increased for communities that face barriers to using social services and community facilities.</p> <p>Signoff Authority: Director Community</p>	 <p>Progress of this Term Achievement has been affected by COVID-19 restrictions</p>	<p>Progressed however a number of scheduled service delivery programs were significantly altered from March/April 2020 in response to the COVID-19 health and safety restrictions.</p> <p>In the first half of the reporting period a number of specialist programs were conducted in partnership with community organisations to address the needs of disadvantaged groups in the community including people living with dementia, people who are at risk of becoming socially isolated, carers, people suffering with mental ill health etc. Central themes flowing through these programs included inclusion, wellness,</p>

			<p>enablement and removing barriers that prevent people from accessing services and facilities.</p> <p>Due to the COVID-19 restrictions, from March/April the delivery of a number of programs and activities were significantly impacted. Where possible, modified services were provided on-line to maintain contact with participants and comply with public health order restrictions.</p> <p>Reason</p> <p>Tasks contributing to the Term Achievement's progress in 2019/20 were affected by COVID-19 restrictions.</p> <p>Remedial Action</p> <p>The tasks are included in the adopted Operational Plan for 2020/21.</p>
C2.1.1	<p>Ku-ring-gai's rich cultural diversity and creativity is celebrated through programs and events.</p> <p>Signoff Authority: Director Community</p>	 <p>Progress of this Term Achievement has been affected by COVID-19 restrictions</p>	<p>Progressed however a number of scheduled service delivery programs were significantly altered from March/April 2020 in response to the COVID-19 health and safety restrictions.</p> <p>This included the cancellation of Citizenship Ceremonies and planned community events. Where possible staff adapted some events, such as the Anzac Day commemorations, to virtual programs.</p> <p>Council events continued to be promoted and development work continued for other new events programs to support the Destination Management Plan.</p> <p>Reason</p> <p>Tasks contributing to the Term Achievement's progress in 2019/20 were affected by COVID-19 restrictions.</p> <p>Remedial Action</p> <p>The tasks are included in the adopted Operational Plan for 2020/21.</p>
C4.1.1	<p>A range of cultural, recreational and leisure facilities and activities are available to encourage social interaction and stimulate everyday wellbeing.</p> <p>Signoff Authority: Director Community</p>	 <p>Progress of this Term Achievement has been affected by COVID-19 restrictions</p>	<p>Progressed with significant changes to the planned delivery of services and programs in response to the COVID-19 public health and safety restrictions.</p> <p>During the first half of the reporting period a number of affordable programs were delivered, aimed at enhancing wellness, promoting healthy lifestyles and developing lifelong skills among children, young people, older people and young families. These programs aimed to encourage participation from a variety of age groups, abilities and interests within a local setting.</p> <p>From April 2020, due to COVID-19 restrictions, many of the community programs and activities provided by Council were required to stop operating. Alternative on-line delivery of programs and activities was activated, where practicable, to maintain contact with participants and comply with public health order restrictions.</p> <p>Reason</p> <p>Tasks contributing to the Term Achievement's progress in 2019/20 were affected by COVID-19 restrictions.</p> <p>Remedial Action</p> <p>The tasks are included in the adopted Operational Plan for 2020/21.</p>

THEME 2: NATURAL ENVIRONMENT



Term Achievement Exceptions



Code	Description	Progress	Comments
N1.1.2	<p>Increased community action that benefits the natural environment.</p> <p>Signoff Authority: Director Strategy & Environment</p>	 <p>Progress of this Term Achievement has been affected by COVID-19 restrictions</p>	<p>Progress was affected by changes to program delivery in response to COVID-19. Council's Loving Living Ku-ring-gai (LLK) program continued to provide valuable education and experience for Ku-ring-gai residents and lead to create positive behavioural change and increase numbers of residents taking action to improve the local environment. Actions include everything from fostering a native bee hive or Pool to Pond conversion; the installation of energy efficient pool pumps or other energy management solutions for the home, the installation of rainwater tanks and raingardens; retrofitting of sustainable building design; environmental volunteering through the Care programs and Wildthings; the use of compost bins and worm farms; attendance online or face to face at one of the whats on calendar events, or through participation and delivery of Environmental Levy small grant projects.</p> <p>Environmental education programs continued to be delivered, with an increased focus on local schools, offering support and educational material through the smart schools program.</p> <p>Reason</p> <p>Tasks contributing to the Term Achievement's progress in 2019/20 were affected by COVID-19 restrictions.</p> <p>Remedial Action</p> <p>The tasks are included in the adopted Operational Plan for 2020/21.</p>
N4.1.1	<p>The community is effectively informed and engaged on climate change impacts and responses.</p> <p>Signoff Authority: Director Strategy & Environment</p>	 <p>Progress of this Term Achievement has been affected by COVID-19 restrictions</p>	<p>Progressing as scheduled. Through face-to-face workshops and the digital platform, the Climate Wise Communities (CWC) program is effectively engaging Ku-ring-gai residents and businesses on climate change impacts and responses. The adaptation of the Simtable to further strengthen the Climate Wise Communities has improved the effectiveness of the program and been recognised in the national media and by Local Government NSW (LGNSW) as a benchmark in local government communication campaigns around climate related emergency preparedness.</p> <p>A reviewed Climate Change Policy 2020 and Towards Zero Emissions 2030 Action Plan include renewed targets for Council to mitigate the impacts of climate change and also introduce a community target for zero emissions.</p> <p>Reason</p> <p>A task contributing to the Term Achievement's progress in 2019/20 was affected by COVID-19 restrictions.</p> <p>Remedial Action</p> <p>The task is included in the adopted Operational Plan for 2020/21.</p>

N5.1.2	<p>The community is effectively engaged in energy and water conservation and efficiency programs.</p> <p>Signoff Authority: Director Strategy & Environment</p>	 <p>Progress of this Term Achievement has been affected by COVID-19 restrictions</p>	<p>Progressing generally as scheduled with some program delivery changes required in response to COVID-19. Over the period, Council's Energy Smart program has facilitated a reduction in community energy use through a rebate scheme, for energy efficient pool pumps and other home energy solutions. Council has also developed a Climate Change Policy 2020 and Zero Emissions 2030 Action plan which include community targets and will lead to the development of an accessible community inventory.</p> <p>Reason A task contributing to the Term Achievement's progress in 2019/20 was affected by COVID-19 restrictions.</p> <p>Remedial Action The task is included in the adopted Operational Plan for 2020/21.</p>
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THEME 3: PLACES, SPACES AND INFRASTRUCTURE

Term Achievement Exceptions



Code	Description	Progress	Comments
P4.1.4	<p>Secure a development partner for Turramurra Community Hub.</p> <p>Signoff Authority: General Manager</p>		<p>This term achievement has been placed on hold by Council resolution.</p> <p>At Council's Ordinary Meeting of 19 May 2020, a report on the Turramurra Community Hub was considered and Council unanimously resolved (Min 96):</p> <p>A. That the planning and development of the Turramurra Community Hub be paused for a period of up to 24 months pending the outcome of Ku-ring-gai Council's comprehensive Local Environmental Plan.</p> <p>B. That Council informs the Community of the project's status.</p> <p>Reason In 2018 the NSW Government announced that all NSW Councils were required to review their Local Environmental Plans (LEP) to give effect to the new Regional and District Plans. The outcomes of this review for Ku-ring-gai could impact the built form, feasibility and business planning assumptions for Hub.</p> <p>Remedial Action Work on the project can recommence once the Local Environmental Plan review is complete, currently anticipated to be in 2021.</p>
P6.1.1	<p>A program is being implemented to improve existing recreation, sporting and leisure facilities and facilitate the establishment of new facilities.</p> <p>Signoff Authority: Director Operations</p>		<p>Progressed generally as scheduled with some delays experienced across program areas.</p> <p>The improvement of existing sporting and leisure facilities including the establishment of new facilities is progressing well. This work includes the delivery of the Capital Works Program, District Park Masterplanning, accessible and inclusive playground designs for future works, commencement of the Regional Playground at St Ives Showground, an amenities improvement program and the</p>

			<p>progression of an agreement with the Department of Education with regard to facility development and management.</p> <p>In addition, Council's maintenance programs for Parks, Sportsfields and Playgrounds continues to be undertaken to agreed service levels.</p> <p>Reason</p> <p>Progress has been delayed across Council's Capital Works Program, masterplanning of projects and construction, the reviewing and updating of Plans of Management and approval of the sports facility at the St Ives High School.</p> <p>Remedial Action</p> <p>The delayed programs will continue with work being progressed across these areas during 2020/21.</p>
P6.1.2	<p>Partnerships are established with community groups and organisations to optimise the availability and use of sporting, recreation and leisure facilities.</p> <p>Signoff Authority: Director Community</p>	 <p>Progress of this Term Achievement has been affected by COVID-19 restrictions</p>	<p>Progressed generally as scheduled with the exception of the annual sports forum, which was cancelled due to the COVID-19 government advice regarding social distancing. Council continued to partner with a number of community sporting clubs to deliver improved sporting facilities, most of which have secured grant and/or external funding opportunities. Projects progressed in the period include: a synthetic hockey field upgrade, clubhouse upgrades, four court indoor sports centre, sportsground baseball/softball batting cage lighting, new cricket nets and pavilion upgrades.</p> <p>Reason</p> <p>Council's annual sporting forum was scheduled to take place in May 2020 however was cancelled due to the government restrictions in place in relation to the COVID-19 pandemic.</p> <p>Remedial Action</p> <p>Council will continue to partner and liaise with organisations and community groups to maximise the availability and use of facilities in Ku-ring-gai. Council's annual sporting forum is scheduled to take place in 2021.</p>
P7.1.2	<p>Usage of existing community buildings and facilities is optimised.</p> <p>Signoff Authority: Director Community</p>	 <p>Progress of this Term Achievement has been affected by COVID-19 restrictions</p>	<p>Progressed however scheduled service delivery were impacted by the COVID-19 restrictions.</p> <p>Council staff are working across all departments to maximise bookings for facilities and carry-out improvements to buildings to optimise leasing and hiring arrangements. COVID-19 has had a major impact on the type of work able to be completed.</p> <p>Work has continued on developing booking processes, digital marketing strategy, promotion of venues and programs and works improvements at the Wildflower Garden and St Ives Showground. Funding of \$88,000 and \$1,720,180.00 has been received from Crowns Land Showground Stimulus Program.</p> <p>Staff are working closely with key contacts at both golf courses to maximise golf custom as</p>

			<p>well as working on new programs to increase participation.</p> <p>Reason</p> <p>Tasks contributing to the Term Achievement's progress in 2019/20 were affected by COVID-19 restrictions.</p> <p>Remedial Action</p> <p>The tasks are included in the adopted Operational Plan for 2020/21.</p>
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THEME 4: ACCESS, TRAFFIC AND TRANSPORT


Term Achievement Exceptions

Code	Description	Progress	Comments
T1.1.1	<p>Connections are provided to public transport that are accessible to all age groups and match the travel needs of the community.</p> <p>Signoff Authority: Director Strategy & Environment</p>		<p>This term achievement was generally satisfactorily progressed with planning and implementation of improvements for bike ways, pedestrian facilities and footpaths taking place through the Public Domain Plan and collaboration with state transport agencies. The Pedestrian Access and Mobility Plan (PAMP) was not finalised due to a changed approach to implementing its principles and priorities.</p> <p>Reason</p> <p>The Draft PAMP needs to be integrated into Council's broader policy and designs for the local centres, rather than progressed as a standalone policy document.</p> <p>Remedial Action</p> <p>It is proposed to incorporate the principles and goals of the PAMP into the Public Domain Plan, as an integrated approach to pedestrian planning in local centres, rather than having a series of separate policy and design documents.</p>
T2.1.1	<p>Safety and efficiency of the local road and parking network are improved and traffic congestion is reduced.</p> <p>Signoff Authority: Director Operations</p>		<p>The revised 10 Year Traffic and Transport Plan 2019-2028 was adopted by Council on 26 March 2019. Although Council did not deliver any projects from the Plan during 2019/20, Council sought funds under Federal Government/ State Government programs for some of the identified projects.</p> <p>One of the projects identified in the 10 year Traffic and Transport Plan is the construction of a protected right turn bay and upgrade of road surface to non-skid surface at the intersection of Burns Road and Ellalong Road, North Turrumurra. This project was re-nominated in the 2020/2021 Black Spot Program, and in February 2020 Council received 100% funding from TfNSW to design and construct over a two year period. An amount of \$80,000 was offered for design and documentation in 2020/21 and \$468,000 for construction in 2021/2022. This funding has been accepted and design work will commence in 2020/2021.</p> <p>In May 2019, Council received \$461,000(100% funding) from TfNSW for implementing 40 km/h speed limit in the vicinity of St Ives</p>

		<p>Shopping precinct. Council received this funding through the NSW Safe Speeds in High Pedestrian Activity and Local Areas for the 2019-20 financial year. Facilities approved under this program were constructed by end of June 2020 and Council introduced 40 km/h speed limit in Cowan Road and Memorial Avenue effective from 6 July 2020.</p> <p>Council also received \$248,000 (50/50 funding) from TfNSW for constructing pedestrian facilities in the vicinity of schools in Ku-ring-gai through the NSW Government's Active Transport Program for the 2019-20 financial year. All approved facilities were constructed by end of June 2020, and these pedestrian facilities will improve safety for children in the vicinity of primary schools and reduce traffic congestion on local roads.</p> <p>Although the completion date for the NorthConnex project was publicly reported as 'mid-2020', in May 2020 a NorthConnex construction update noted that it was not possible to provide an exact date for opening. However, progress is being monitored and every opportunity pursued to open the tunnel to traffic as soon as possible.</p> <p>No significant progress was made on the implementation of the Parking Management Strategy during 2019/20 apart from some experiences shared by Lane Cove Council. Contact was made with relevant parking management technology providers in March 2020 to inform contracting and engagement aspects and revenue collection.</p> <p>Reason</p> <p>There was a plan to meet with Lane Cove Council and their technology provider for a briefing session, but the planned meeting was postponed due to the escalating situation with COVID-19.</p> <p>Remedial Action</p> <p>A site meeting was held with Lane Cove Council representatives in late April 2020, to understand technology being implemented at the Canopy redevelopment in the Lane Cove town centre.</p>
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THEME 5: LOCAL ECONOMY AND EMPLOYMENT

Term Achievement Exceptions

Code	Description	Progress	Comments
E1.1.1	<p>Ku-ring-gai's opportunities and assets are promoted and strengthened to attract business and employment to the area.</p> <p>Signoff Authority: Director Community</p>		<p>Progressing to schedule with changes implemented to some programs in response to COVID-19. Business engagement events and support continued to be popular and successful even during the COVID pandemic due to a speedy transition to online business.</p> <p>The Employment Lands Study and Strategy was rescheduled to commence after completion of the Retail and Commercial Centres Study.</p> <p>Reason</p> <p>The Employment Lands Study and Strategy project could not be commenced due to available internal resources being focused on completing the Retail and Commercial Centres Study and to avoid duplication and inconsistencies between the two studies.</p> <p>Remedial Action</p> <p>Work will commence on the Employment Lands Study and Strategy in 2020/21.</p>


THEME 6: LEADERSHIP AND GOVERNANCE


Term Achievement Exceptions



Code	Description	Progress	Comments
L1.1.1	<p>The priorities of our community are reflected in the Ku-ring-gai Community Strategic Plan and inform Council's policy development, decision-making and program delivery.</p> <p>Signoff Authority: General Manager</p>	 <p>Progress of this Term Achievement has been affected by COVID-19 restrictions</p>	<p>Progressed generally as scheduled with the exception of the End of Term Report, which has been rescheduled.</p> <p>The community's long term objectives contained in the Community Strategic Plan 'Our Ku-ring-gai 2038' continued to inform and guide Council's decision-making and the delivery of services, projects and actions through the Delivery Program and Operational Plan.</p> <p>Reason</p> <p>Due to the NSW Government's decision to postpone local government elections until September 2021, preparation of Council's End of Term Report will need to be commenced in 2020/21 and preparation of the next Community Strategic Plan and associated Integrated Planning documents are now scheduled for 2021/22.</p> <p>Remedial Action</p> <p>Preparation of the End of Term Report has been carried over to the adopted Operational Plan 2020-2021.</p>


THEME 1: COMMUNITY, PEOPLE AND CULTURE

Operational Plan Task Exceptions




Code	Description	Progress	Comments
C1.1.1.1	<p>Develop and implement effective plans, services and programs to proactively address the changing needs of the community including recommendations and programs identified in Council's Community Needs Analysis and Children's Services Needs Study.</p> <p>Signoff Authority: Director Community</p>	<p style="text-align: center;"></p> <p style="text-align: center;">85%</p> <p style="color: red; text-align: center;">Not 100% completed due to COVID-19 restrictions</p>	<p>Children's Services</p> <p>All Children's services remained open for families and children delivering high quality care and education to the families, community and to children of essential workers.</p> <p>Thomas Carlyle Children's Centre commenced January 2020 with utilisation levels at 87% and increasing to 96% occupancy in March 2020.</p> <p>The COVID-19 restrictions and free childcare resulted in a significant drop in attendance of approximately 25% through this period. The overall enrolments at the Centre have remained high and children are starting to return back into care during June.</p> <p>Vacation Care continued to provide programs throughout this period with January and April school holiday programs.</p> <p>Family Day Care also remained fully operational during this period with the support of local educators and families.</p> <p>Youth Services</p> <p>Youth Services delivered a range of recreational, vocational and support based programs to young people. These included:</p> <ul style="list-style-type: none"> * Activities in the January school holidays including: Community BBQ's, live music events and partnership programs with Chatswood Youth Centre. * Skill development workshops including: first aid and transition to high school workshops. * Youth partnership programs with a newly formed Network of Youth Development Workers across Northern Sydney Councils. <p>During the reporting period the following activities have been undertaken:</p> <p>Youth sector inter agency networks have been conducted, and youth led events, including International Women's Day celebrations with participation of 80 young people from 5 local schools, were held.</p> <p>Seniors Services</p> <p>In February, the Aged Services Seniors Festival events attracted over 1,400 seniors to 38 events staged by local community groups and Council's Aged Services, Libraries and Sustainability. Seniors could take classes in Ballet for Better Balance, learn about Bush Foods, Dementia with Dignity and Estate Planning, and visit the Ku-ring-gai Community Shed.</p> <p>During this festival in February, seniors were helped by young people to 'get to know' their iPad. This program was run in collaboration with Youth Services. Other events included seminars on 'Getting help at home', 'Wellness and Reablement' and the Charter of Aged Care Rights. Satisfaction rating for Aged Services Festival program was 97.5%.</p>



			<p>Seniors Fallproof exercises and Qi Gong classes ran until mid-March, after which they were moved online due to the COVID-19 pandemic. Each class was fully subscribed for Term 1, and feedback returned a satisfaction rating of 95%.</p> <p>A webinar hosted by Jean Kittson entitled 'We need to talk about Mum and Dad' was provided for the families of older people on 18 June. This is the result of collaboration between Northern Sydney Councils' Aged & Disability Community Development Officers.</p> <p>Staff are continuing to work towards a dementia friendly community in Ku-ring-gai, with Macquarie University PACE students. A report has been completed identifying the needs of people living with dementia in Ku-ring-gai including best practice examples from existing Dementia Friendly Community in NSW.</p> <p>With COVID-19 distancing directives in place, our seniors activities moved online. Exercises and Qi Gong videos were added to Council's Life Online webpages, and virtual 'tours and chats' were introduced. For those seniors who don't use electronic communication, printed booklets and landline connection to Zoom chats were offered. Our first four resilience workshops on 'Coping during Covid-19' were very popular and two additional workshops were added.</p> <p>Reason</p> <p>The planned delivery of this task was affected by COVID-19 restrictions from March to June 2020.</p> <p>Remedial Action</p> <p>The task is included in the adopted Operational Plan for 2020/21.</p>
C1.1.1.2	<p>Partner with key stakeholders to deliver community programs in response to identified community needs.</p> <p>Signoff Authority: <i>Director Community</i></p>	<p style="text-align: center;"></p> <p style="text-align: center;">91%</p> <p style="text-align: center;">Not 100% completed due to COVID-19 restrictions</p>	<p>Children's Services</p> <p>The January vacation care was attended by 526 children, with only 45 children attending in April due to the COVID-19 pandemic and school closures. Excursions were not offered as advised by the NSW Department of Education and Search the Australian Health Protection Principal Committee.</p> <p>Youth Services</p> <p>Interagency and sector development meetings continued throughout the reporting period with over 35 community and youth organisations attending the monthly meetings.</p> <p>Staff also developed and delivered a variety of social events for young people with disabilities in partnership with the Community Development Officer - Disability Services. Staff also delivered online parent workshops in partnership with other Northern Sydney Councils and online youth engagement programs including a youth photo competition and art workshops.</p>

C1.1.1.3	<p>Deliver accessible and inclusive library services to the community, including information and lending services, consistent with social justice principles.</p> <p>Signoff Authority: User Experience & Service Development Coordinator</p>	<p style="text-align: center;"> 85%</p> <p style="color: red;">Not 100% completed due to COVID-19 restrictions</p>	<p>The COVID-19 pandemic required Council to close libraries in late March and greatly impacted our library service delivery challenging staff, who quickly adjusted to the new modus operandi of service. Our loans in the six months totalled up to approximately 58,268, which was a decrease of 75% compared to the same time last year. In contrast our e-loans reached a high of 85,000 for the period. Library visitations also fell to a low of 2,457, which is a 98% drop from last year.</p> <p>Branch staff worked collaboratively with our Council Rangers to deliver the contact-less Knock and Drop service. Library staff put together reserved library resources and Parking Rangers delivered to the residents of Ku-ring-gai each weekday. An impressive 3,646 items were delivered in a six-week period averaging to approximately 610 items each week. The Knock and Drop deliveries were a fantastic way for Library and Regulatory staff to work together during this unprecedented time so that the residents of Ku-ring-gai received regular loans of popular library resources. Click and Collect, which started operating 1 June 2020, is slowly gaining popularity and averages 500 items issued daily. Residents' pre reserve library items are collected at the branch of their choice and return other items for a one stop shopping experience. Social distancing and hygienic practices are carried out to ensure a safe library visit at each branch.</p> <p>The Home Library Service and Librarius remained popular during the closure delivering resources to Ku-ring-gai elderly residents. These valuable services ensured our most vulnerable residents could remain safely at home whilst still enjoying their regular delivery of interesting DVDs, Books, Magazines and Audiobooks. While the Home library service delivered about 7,966 items (approximately 3% drop from same time last year) to approximately 150 Customers, the Librarius catered to 66 customers and delivered 1,533 items (approximately 24% less compared to same time last year). We currently have 47,941 registered members which is a 3% increase from the same time last year.</p> <p>Reason The planned delivery of this task was affected by COVID-19 restrictions from March to June 2020.</p> <p>Remedial Action The task is included in the adopted Operational Plan for 2020/21.</p>
C1.1.2.1	<p>Implement programs in response to identified community needs that address a range of accessibility issues, reduce social isolation and promote social inclusion.</p> <p>Signoff Authority: Manager Community Development</p>	<p style="text-align: center;"> 85%</p> <p style="color: red;">Not 100% completed due to COVID-19 restrictions</p>	<p>The Seniors Expo in February showcased 42 local community clubs and organisations and drew over 1,800 individual visits to information stalls.</p> <p>The Seniors Festival booklet incorporated 38 events offered in partnership with local organisations. Council-run events in February and March included a visit to Old Government House, and seminars on Getting Help at Home and the Charter of Aged Care Rights. A total of 141 seniors attended Council's activities with</p>



			<p>an average rating of 97.5% satisfaction. Later activities were cancelled due to COVID-19.</p> <p>A new program of 'virtual tours and chats' has been offered during April, May and June. Booklets describing worldwide tourist spots are posted or emailed each week to 550 local seniors, in total 2,750 mail outs. Weekly Zoom chats are held to discuss the destination chosen for that week. Seniors can join from their landline, mobile device or computer. 50 seniors have participated in the chats. Feedback confirmed that the more isolated seniors love receiving the booklets but are not comfortable joining in a virtual chat.</p> <p>Seniors were notified of existing or new services available during the COVID-19 period that helped them to stay safe at home such as meal delivery, shopping help, library home services, social phone calls and support for carers. Flyers were delivered to all pharmacies and supermarkets in Ku-ring-gai listing options for delivery to the home of food, medicines and other essentials.</p> <p>On-line activities offered included balance exercises and Qi Gong, meditation and relaxation, staying safely connected on-line, and Resilience workshops on 'Coping during Covid-19'.</p> <p>Reason</p> <p>The planned delivery of this task was affected by COVID-19 restrictions from March to June 2020.</p> <p>Remedial Action</p> <p>The task is included in the adopted Operational Plan for 2020/21.</p>
C1.1.2.2	<p>Implement Council's Access, Disability and Inclusion Plan.</p> <p>Signoff Authority: <i>Manager Community Development</i></p>	<p style="text-align: center;"></p> <p style="text-align: center;">80%</p> <p style="color: red;">Not 100% completed due to COVID-19 restrictions</p>	<p>In response to the recent bushfires and floods, Ku-ring-gai and Hornsby Councils assessed community halls for accessibility to ensure that in the event of an emergency, Council could inform residents of where they could evacuate to a safe place that has equitable and dignified access.</p> <p>Emergency Planning Workshops for people with a disability were scheduled but had to be postponed due to COVID-19. Workshops were being run in conjunction with Ku-ring-gai Council's Climate Wise team, and Sydney University who developed a model to write emergency evacuation plans for people with disabilities. The objectives of the workshops were to ensure residents knew the local risks and had an adequate emergency evacuation plan that considered people with disabilities extra needs so they could evacuate safely and in a dignified manner.</p> <p>To ensure access and inclusion were considered in Councils first Play Space Strategy, an access workshop was held. The workshop aimed to get feedback on the Strategy, identify gaps and address any areas where access and inclusion could be improved. Due to the COVID-19 pandemic, many participants were unable to attend the workshop but instead provided written submissions.</p> <p>To respond to the identified needs within the community (a lack of social activities and</p>




		<p>connections for people with disability) a youth centre for people with a disability was planned to open once a month. There was a positive response from the community however due to COVID-19, the opening of the youth centre for people with a disability was postponed.</p> <p>Bannockburn Oval is used by most schools to hold their athletics carnivals however it was identified as being inaccessible to people with physical disabilities. To ensure that people with physical disabilities could access the oval in a dignified manner and participate, plans were made to move the bus stop to a more accessible location and modify the pathway to provide a continuous accessible path of travel from the bus stop, canteen and oval. However, due to COVID-19, these modifications have been put on hold.</p> <p>In response to the COVID-19 pandemic, 10 on-line Zoom resilience workshops were delivered for carers of people with disability and for seniors. The workshops were designed to support local residents' well-being whilst isolating. The workshops connected residents together on-line and taught them coping strategies to get through the pandemic and maintain their well-being.</p> <p>To support families of people with disability who were vulnerable and needed to isolate throughout COVID-19, 8 on-line Zoom music therapy sessions were held. The music therapy sessions provided the person with disability a stimulating activity and the carer's some respite. In addition, 4 Zoom percussion classes (art and music therapy combined) were held to support local residents with disability to engage in a meaningful activity when socially isolating.</p> <p>To support local families with people with disabilities Council participated at St Lucy's School Information Day and distributed material to families regarding Council's services and other programs available within the community.</p> <p>To support local service providers manage their volunteer administrative tasks, and to create a sense of community, a presentation was delivered to service providers that outlined plans for an on-line Ku-ring-gai Volunteer Hub to support a range of organisations including sporting, environmental, community, hobby and service clubs.</p> <p>Reason</p> <p>The planned delivery of this task was affected by COVID-19 restrictions from March to June 2020.</p> <p>Remedial Action</p> <p>The task is included in the adopted Operational Plan for 2020/21.</p>
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C2.1.1.1	<p>Deliver programs and events that celebrate our diversity.</p> <p>Signoff Authority: <i>Manager Visitor Experience & Events</i></p>	<p style="text-align: center;"></p> <p style="text-align: center;">80%</p> <p style="color: red;">Not 100% completed due to COVID-19 restrictions</p>	<p>During the period Council delivered two Citizenship Ceremonies with 253 new citizens, Australia Day celebrations and the Lunar New Year Noodle Market which attracted over 1,000 attendees at each event.</p> <p>Anzac Day events went to a virtual format delivering a Mayor and Councillor message via social media, an Anzac Storytime for children, Council worked with schools on a Ku-ring-gai Kids Honour our Hero's campaign and promoted the Anzac Driveway Commemoration. The Anzac Storytime received over 200 views.</p> <p>Planning of the ECO Festival, St Ives Regional Playground opening and Twilight Concert for October continued however, the events are pending due to COVID-19 restrictions.</p> <p>Reason</p> <p>All citizenship ceremonies from March through to June were suspended, the Gai Marigal Festival and Council's major community event Festival on the Green were cancelled due to the COVID-19 pandemic.</p> <p>Remedial Action</p> <p>Whilst events were cancelled due to the COVID-19 pandemic, staff continue to plan for future events. This task is in Council's adopted Operational Plan 2020/21.</p>
C2.1.1.2	<p>Promote cultural events to the whole community via Council's communication methods e.g. social media and website.</p> <p>Signoff Authority: <i>Manager Corporate Communications</i></p>	<p style="text-align: center;"></p> <p style="text-align: center;">91%</p> <p style="color: red;">Not 100% completed due to COVID-19 restrictions</p>	<p>Council events continued to be promoted via social media, e-newsletters and Council's website with a focus on Life Online programs developed during COVID-19, storytime streaming, open for business webinars, Anzac Day commemorations, virtual tours for seniors and resilience workshops via Zoom.</p>
C2.1.1.3	<p>Promote opportunities for cultural groups to stage events consistent with Council's sponsorship policy.</p> <p>Signoff Authority: <i>Manager Visitor Experience & Events</i></p>	<p style="text-align: center;"></p> <p style="text-align: center;">80%</p> <p style="color: red;">Not 100% completed due to COVID-19 restrictions</p>	<p>Council launched a Lunar New Year event in March 2020. Following this, COVID-19 restrictions led to all events being activated virtually. Council's sponsorship program was also placed on hold due to the COVID-19 pandemic.</p> <p>During the period strategic development has been undertaken for a new Arts & Cultural Festival and a new Heritage Festival.</p> <p>Reason</p> <p>The COVID-19 pandemic forced events to be conducted virtually due to social distancing measures.</p> <p>Remedial Action</p> <p>Staff will continue to work with groups for event opportunities. This task is in Council's adopted Operational Plan 2020/21.</p>

C3.1.1.3	<p>Resource and support volunteers by providing information, training and participation opportunities and recognising their contribution to the community.</p> <p>Signoff Authority: <i>Manager Community Development</i></p>	<p style="text-align: center;"></p> <p style="text-align: center;">85%</p> <p style="color: red;">Not 100% completed due to COVID-19 restrictions</p>	<p>Training DVDs in 'Professional Boundaries' and 'Understanding Challenging Behaviours' were distributed to CHSP services in April. During the COVID-19 lockdown, these DVDs were used to engage new volunteers in online induction.</p> <p>Volunteer Coordinator training in 'Culturally Inclusive Service Delivery' was held via Zoom on 20 May. The 12 participants provided very positive feedback.</p> <p>On 25 May, Volunteer Coordinator training in 'Online Engagement with Your Volunteers and Stakeholders' was held via Zoom. The 24 participants found the course helpful in changing their way of thinking, making them aware of the need to shift the focus of their promotion to understanding their audience and finding a new way to engage the audience.</p> <p>An online workshop on Understanding Ageing for Meaningful Volunteer Support was held with 15 volunteers participating. Feedback from CHSP Volunteer Coordinators and their volunteers confirm that these workshops are very much in demand as volunteers seek mental assurance in supporting others in this difficult time. Older volunteers who have been discouraged from providing face-to-face volunteer services during the COVID-19 pandemic will particularly benefit.</p> <p>Appreciation events and volunteering expos planned for April and May were cancelled due to COVID-19.</p> <p>Reason</p> <p>The COVID-19 pandemic restrictions prevented large gatherings thus precluded holding the annual Volunteering Expo. An on-line alternative was not possible for this event.</p> <p>Closed cinemas prevented the volunteer appreciation event (free movie and supper evening) from going ahead in April.</p> <p>Funding for these events will be held over until the 2020/21 financial year.</p> <p>Remedial Action</p> <p>Face to face training and sessions were replaced with online activities with two events being cancelled due to COVID-19 restrictions. This task is in Council's adopted Operational Plan 2020/21.</p>
C3.1.1.4	<p>Encourage and support participation in lifelong learning and community connection within broad cultural, creative and information programs.</p> <p>Signoff Authority: <i>User Experience & Service Development Coordinator</i></p>	<p style="text-align: center;"></p> <p style="text-align: center;">80%</p> <p style="color: red;">Not 100% completed due to COVID-19 restrictions</p>	<p>After a solid start to 2020, with term 1 classes booming and the first half of the term full of engaged students and tutors, things took a turn after COVID-19 set in and Council closed the Art Centre on 23 March. The Art Centre has used the time to make some much needed improvements to the building including painting of bathroom, kitchen and staff room areas, detailed tidying up of studios and workspaces and project managing upgrades of materials and required additions to the common areas.</p> <p>Staff worked rigorously on a program for online class options. Patrons were grateful and impressed by the offerings, however the consensus was that they value the face-to-face learning environment and didn't feel a connection or drive to the online availabilities.</p>


		<p>We then channelled the online engagement into creating online exhibitions instead. Both 'Green Dream' and 'Fur, Feathers and Small Things' were created in an online format. Feedback has been extremely positive, with many patrons learning how to access Facebook for the first time just so they could view the shows. A number of students have called to praise the quality of the online content and thank staff for keeping that connection with them whilst in lockdown. This has allowed us to see how we can reach our audiences in different and exciting ways. We also had Mayor Jennifer Anderson congratulate the team and share it to her Facebook page.</p> <p>Another highlight has been the online 'Virtual Studio Tours'. Weekly Facebook posts were created showcasing the tutors' home studios and what art they have been working on during isolation. The tutors provided a collection of images displaying their personal space and a description, in their words, on what the space means to them in this time. We have increased our Facebook followers dramatically through presentation of the online exhibitions virtual studio tours. Students, tutors and other page followers have been sharing and liking our posts and we reached 1,000 followers from 850 in only one month which is a monumental achievement.</p> <p>Ku-ring-gai Library offers many opportunities for residents and library users to participate in activities on a regular basis. The year started off well with a number of exciting and engaging programs for all ages. Gordon branch celebrated Lunar New Year on 21 January with a variety of art activities and stories for the 26 children participants. Australia Day celebrations followed on 23 January for 18 inspired attendees, with Australian-themed stories and craft.</p> <p>February and March had a number of stimulating book displays at the Gordon branch, 'The International Woman's Day Display', showcasing books focusing on inspirational women and 'The Mardi Gras Display', which celebrated the Sydney LGBTQI+ Mardi Gras, with relevant collection items available to borrow were both highlights. The Mayor launched the smart tablet and the 75th Anniversary of Ku-ring-gai Council Library services on Library Lover's Day at the Gordon branch on 14 February, which was a very successful event with 70 attendees.</p> <p>Once Council libraries were closed in March, staff began working on innovative ideas to connect with the customers. A variety of successful online videos were a great way to keep library users in touch with Council resources. 10 pre-recorded videos were streamed on Council's YouTube channel. 493 views in total, with the highest performing being the Anzac Day storytime with 184 views and the Piggies storytime with 183 views.</p> <p>The Children's librarians have worked tirelessly on creating a number of online programs for children to enjoy. Facebook streaming statistics were very impressive: Rock n Rhyme reaching 1,370 people, an engagement of 281 and 639 views. Rock a</p>
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			<p>Bye reached 1,627 people, had an engagement of 374 and 961 views and Rock N Tales reach 1,513, and had an engagement of 301 people and views of 806.</p> <p>Reason</p> <p>The planned delivery of this task was affected by COVID-19 restrictions from March to June 2020.</p> <p>Remedial Action</p> <p>The task is included in the adopted Operational Plan for 2020/21.</p>
C3.1.1.6	<p>Deliver environmental volunteering programs.</p> <p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	<p></p> <p>80%</p> <p>Not 100% completed due to COVID-19 restrictions</p>	<p>Environmental volunteer programs were suspended between 16 March and 12 June due to COVID-19 restrictions. Casual trainers supported care sites and continued the propagation of plants without volunteers. The Garden shed produced 2,795 tubestock during March and June. There are currently 664 active environmental volunteers, working as individuals or on one of 70 group sites. While the number of new volunteers has been increasing, we have focused on consolidating group sites.</p> <p>There are over 700 native bee hives across the LGA. Council has helped over 70 residents convert their pools to ponds, 31 have registered with the pool to ponds program. Both community gardens are thriving with Turramurra Community Gardens celebrating its 10th Anniversary.</p> <p>Council supported 3 successful grant applications from volunteers through the Federal Government Communities Environment Program run through the Department of Agriculture, Water and the Environment.</p> <p>Reason</p> <p>The planned delivery of this task was affected by COVID-19 restrictions from March to June 2020.</p> <p>Remedial Action</p> <p>The task is included in the adopted Operational Plan for 2020/21.</p>
C4.1.1.1	<p>Healthy and active lifestyle programs and activities are delivered in collaboration with agencies and partners.</p> <p>Signoff Authority: <i>Director Community</i></p>	<p></p> <p>75%</p> <p>Not 100% completed due to COVID-19 restrictions</p>	<p>The Active Ku-ring-gai program continued during January to March providing low-cost physical activities for residents of all ages and fitness levels and attracted 186 participants. Activities and sports ranged from yoga and tai chi, social tennis, outdoor fitness classes gym without walls, pilates, mums and bubs exercise sessions. The Junior Golf program ran during the January school holiday period and term 1 with 100% utilisation levels.</p> <p>The Active Ku-ring-gai program was suspended at the end of March due to COVID-19 restrictions and public health orders. It is planned to recommence with Junior Golf in the July school holidays and all other Active Ku-ring-gai program classes from the beginning of Term 3 2020.</p> <p>Reason</p> <p>The planned delivery of this task was affected by COVID-19 restrictions from March to June 2020.</p>




			<p>Remedial Action</p> <p>The task is included in the adopted Operational Plan for 2020/21.</p>
C4.1.1.2	<p>Deliver and support programs and events that improve the wellbeing of the community.</p> <p>Signoff Authority: <i>Manager Technical Services</i></p>	<p></p> <p>75%</p> <p>Not 100% completed due to COVID-19 restrictions</p>	<p>During the reporting period, the Ku-ring-gai Fitness and Aquatic Centre (KFAC) was closed (from 23 March 2020) due to the COVID-19 pandemic. The centre re-opened on 13 June adhering to the strict government guidelines.</p> <p>Council has continued to improve facilities at the Ku-ring-gai Fitness and Aquatic Centre and offer a range of services for all community members. Increase in golf numbers has been pleasing during the COVID-19 pandemic, with new players taking up the game.</p> <p>Reason</p> <p>The planned delivery of this task was affected by COVID-19 restrictions from March to June 2020.</p> <p>Remedial Action</p> <p>The task is included in the adopted Operational Plan for 2020/21.</p>
C5.1.1.1	<p>Facilitate, resource and promote collaborative approaches to community safety that prevent anti social behaviour and support local crime prevention initiatives.</p> <p>Signoff Authority: <i>Director Community</i></p>	<p></p> <p>91%</p> <p>Not 100% completed due to COVID-19 restrictions</p>	<p>Youth staff have been working closely with Youth Liaison Officers (Police) to continue to engage young people positively, address anti-social behaviour and promote positive decision making and choices.</p> <p>Youth staff participated in the following networks that promote safety and crime prevention initiatives: Community Drug Action Team (CDAT) & Hornsby Ku-ring-gai Youth Network (HKYN).</p> <p>Council officers continue to work proactively with the police in relation to people sleeping rough, anti-social behaviour in public places, vandalism and graffiti.</p> <p>The North Shore Police Area Command and Ku-ring-gai Police Area Command Community Safety Precinct Committee meetings have been deferred due to COVID-19 pandemic and will resume again after restrictions have been eased.</p>
C5.1.1.5	<p>Implement the Food Safety Protection program in accordance with the NSW Food Authority Agreement.</p> <p>Signoff Authority: <i>Manager Compliance & Regulation</i></p>	<p></p> <p>90%</p> <p>Not 100% completed due to COVID-19 restrictions</p>	<p>During the period, officers attended to complaints and conducted food premises inspections in accordance with the NSW Food Authority Agreement. A total of 35 food shop inspections were completed and 43 food complaints investigated during the period. A total of 3 Improvement Notices and 1 Prohibition Orders and 9 penalties were issued during the period.</p> <p>Officers have also been conducting surveillance and distributing information to food shop operators in accordance with the advice of NSW Food Authority and NSW Health during the COVID-19 restrictions.</p> <p>Reason</p> <p>Resourcing and COVID-19 restrictions has impacted meeting the requirements of the Food Authority agreement.</p> <p>Remedial Action</p> <p>Recruiting for a resource will recommence early in the next reporting period to undertake work. This task is in Council's adopted Operational Plan 2020/21.</p>



THEME 2: NATURAL ENVIRONMENT



Operational Plan Task Exceptions

Code	Description	Progress	Comments
N1.1.2.1	<p>Deliver environmental resources and programs for residents.</p> <p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	<p style="text-align: center;"></p> <p style="text-align: center;">80%</p> <p style="color: red;">Not 100% completed due to COVID-19 restrictions</p>	<p>Council's Loving Living Ku-ring-gai events program managed to deliver a range of well-attended community engagement events despite the COVID-19 crisis. Our team started the year with in-person events including 'The Secrets of bees talk', a Crop Swap at the Turramurra Community Garden, Mindful yoga at the Wildflower Gardens and successful Clothing Swap event partnering with the Waste Services Team. These events attracted a total of 236 people. From the end of March onwards Council moved to an online program delivering presentations via Zoom webinar and Facebook Live platforms. These included a Facebook Live with the Better Business Partnership team, streaming of the OzHarvest documentary movie, a talk on the rare Hibbertia Spinantha plant and live baking workshops with a local chef, among others. These online events had a total of 587 attendees.</p> <p>Our Climate Wise Communities, severe weather preparedness program, attracted 3,113 unique views to its website during this period. It was also able to host 3 events and had 79 participants before having to stop workshops due to the COVID-19 pandemic.</p> <p>Compost Revolution saw the sale and delivery of 143 compost bins and 43 worm farms to residents. Council's Bushcare, Streetcare and Parkcare programs with their 664 volunteers, were on a break during the COVID-19 crisis, but will continue to support our work here and also with the WildThings programs moving forward.</p> <p>Despite the postponement of all events from the calendar in mid-March, our team has continued to make progress on the goals of the Corporate Sustainability Action Plan (CSAP). We have worked with the Council Waste Services Team to put a contract in place with ORG waste services who will commence organic waste collection from a small number of sites in the coming months. This will begin with sites including the Wildflower Garden, Sports & Aquatic Centre and Depot. This is a key part in delivering the Single-Use Plastic Policy and Sustainable Event Management Policy as we will be moving to 100% compostable ware at events. This will ensure that they are responsibly disposed of and do not contribute to landfill.</p> <p>We will also be providing relevant teams across Council with their own 'Sustainable Events Kit' to assist them with hosting events, meetings and catering without using single-use plastics. A total of 23 kits will be distributed and all Executive Assistants have been briefed on this upcoming change.</p> <p>A staff collection drive was also held for school uniforms in February, which were donated to local small business Sustainable Schoolwear and will be recycled into new uniforms.</p>

			<p>Once restrictions on events ease, we will continue to support staff and the community to implement the requirements of the policies moving forward.</p> <p>Reason</p> <p>The planned delivery of this task was affected by COVID-19 restrictions from March to June 2020.</p> <p>Remedial Action</p> <p>The task is included in the adopted Operational Plan for 2020/21.</p>
N1.1.2.2	<p>Deliver environmental resources and programs for businesses.</p> <p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	 <p>80%</p>	<p>With the unexpected intervention of COVID-19 in late March 2020, the Better Business Partnership (BBP) Program was prevented from engaging face to face with businesses in the usual manner due to social distancing, their closure or limited operations. E-mail and telephone contact was maintained with accredited member businesses, however the focus on sustainability shifted to economically remaining in business. In response to the crisis the BBP refocused its approach to one of supporting all businesses with information, connections and practical support where possible. This included enhanced social media and digital communication with an interactive Facebook group called 'Supporting Better Business'. Facebook Live and Zoom interviews with BBP member businesses were conducted and shared widely.</p> <p>30 June 2020 marks the end of Phase 3 of the BBP program, which has been in operation since 2009 (hosted by Willoughby Council 2009-2019). The Memorandum of Understanding between the BBP Councils - Ku-ring-gai, North Sydney and Willoughby Councils - has been agreed and signed by Ku-ring-gai and Willoughby Councils, with North Sydney expected to sign shortly. Ku-ring-gai Council secured the contracted roles of BBP Program Co-ordinator and BBP Program Manager for the next 3 year period from 1 July 2020 - 30 June 2023.</p> <p>Reason</p> <p>The planned delivery of this task was affected by COVID-19 restrictions from March to June 2020.</p> <p>Remedial Action</p> <p>The task is included in the adopted Operational Plan for 2020/21.</p>
		<p>Not 100% completed due to COVID-19 restrictions</p>	
N1.1.2.3	<p>Deliver environmental resources and programs for schools, children and young people.</p> <p>Signoff Authority: <i>Manager Visitor Experience & Events</i></p>	 <p>80%</p>	<p>From March 2020 onwards, face to face delivery of programs stopped due to the COVID-19 restrictions. During this period programs were modified to be delivered digitally with Kids Wild at Home and Junior Rangers at Home.</p> <p>Reason</p> <p>The planned delivery of this task was affected by COVID-19 restrictions from March to June 2020.</p> <p>Remedial Action</p> <p>The task is included in the adopted Operational Plan for 2020/21.</p>
		<p>Not 100% completed due to COVID-19 restrictions</p>	





N2.1.1.4	<p>Review service level agreements for bushland maintenance activities and develop maintenance delivery schedules.</p> <p>Signoff Authority: Manager Infrastructure Services</p>	<p></p> <p>80%</p>	<p>Work continued this reporting period with particular emphasis being placed on the development of the bush regeneration site management plans which are now 95% completed. The resignation of a key staff member has affected the progress of this task.</p> <p>Reason</p> <p>Following the resignation of the Bushfire Technical Officer, the responsibility for this task has been shared while recruitment is undertaken.</p> <p>Remedial Action</p> <p>Recruitment of the Bushfire Technical officer has commenced and a Task has been included in the Operational Plan 2020/21 to continue this work.</p>
N2.1.1.6	<p>Implement the Ku-ring-gai Biodiversity Offsetting Code of Practice for Council owned or care, control and managed land.</p> <p>Signoff Authority: Manager Environment & Sustainability</p>	<p></p> <p>75%</p>	<p>Progress on implementing the Ku-ring-gai Biodiversity Offsetting Code of Practice for Council owned or care, control and managed land has been limited during the period. The environment and assessment process for Part 5 of the Act has continued to implement offsetting where appropriate to facilitate no net loss across the LGA.</p> <p>Reason</p> <p>The progress of this task has been affected by unforeseen leave taken by key staff.</p> <p>Remedial Action</p> <p>The Environment and Sustainability team are conducting a review of environmental assessment processes across the organisation in an effort to improve efficiency and outcomes and enable additional staff resources to be allocated to the delivery of the biodiversity offsetting code of practice. This task has been included in Council's adopted Operational Plan 2020/21.</p>
N3.1.1.2	<p>Implement priority actions in the Water Sensitive City Policy and Water Sensitive City Strategy.</p> <p>Signoff Authority: Manager Environment & Sustainability</p>	<p></p> <p>80%</p>	<p>Priority actions identified in the Water Sensitive City Policy continued to be implemented through Council's planning processes and works program.</p> <p>Consideration and implementation of water sensitive design and sustainable water reuse continued to be implemented in Council projects where appropriate, with project or environmental levy funding.</p> <p>In addition, opportunities to implement more efficient management and utilisation of existing infrastructure were investigated and actioned. This included a membrane upgrade at the North Turrumurra Sewer Mining Plant to increase the water supply and a detailed audit of devices and update to the data management and reporting system of gross pollutant traps (GPTs).</p> <p>Complementing these measures, actions to improve water quality and flow improvements in the private domain continued to be implemented through Council's planning controls and community engagement programs such as the water smart rebates.</p> <p>Reason</p>




			<p>Some activities, including creek stabilisation and GPT upgrades were delayed by limited availability of staff resources. Resourcing issues were subsequently exacerbated by the impact of the major storms in November 2019 and February 2020.</p> <p>Remedial Action</p> <p>All planned projects have commenced on ground works or are currently being organised to commence before the end of June 2020. Projects will be completed as soon as possible to ensure next financial year's projects are not impacted. This task is in Council's adopted Operational Plan 2020/21.</p>
N4.1.1.1	<p>Deliver the Climate Wise Communities program to build community resilience to the impacts of climate change and extreme weather events.</p> <p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	<p></p> <p>85%</p> <p>Not 100% completed due to COVID-19 restrictions</p>	<p>The final report for the Increasing Resilience to Climate Changes (IRCC) grant was submitted to Local Government NSW (LGNSW). This brings the Simtable exploratory project to its conclusion. The Simtable has proved a highly successful tool for use in local government, particularly in terms of community engagement. LGNSW selected the project to showcase to other Councils and this included a good quality video that Council is now able to use to promote the Simtable and the CWC workshops to the community. Results of the project show that the number of workshop participants writing bushfire survival plans using the CWC website has jumped from an estimated 20% to over 60%. This result alone strongly demonstrates the value combining the Simtable with CWC during bushfire workshops.</p> <p>Reason</p> <p>The planned delivery of this task was affected by COVID-19 restrictions from March to June 2020.</p> <p>Remedial Action</p> <p>The task is included in the adopted Operational Plan for 2020/21.</p>
N5.1.1.3	<p>Deliver community waste education programs.</p> <p>Signoff Authority: <i>Manager Waste & Cleaning Services</i></p>	<p></p> <p>75%</p> <p>Not 100% completed due to COVID-19 restrictions</p>	<p>Due to the COVID-19 pandemic and associated government restrictions, the chemical collection, composting workshop and schools waste education workshops were cancelled.</p> <p>Composting workshop attendees were sent videos on composting. Community recycling centres were promoted in recent newsletters as alternatives to chemical collection. A rescheduling of waste education workshops in schools to later in the year is anticipated.</p> <p>Recycling tips in newsletters covering misconceptions in recycling practices have continued during this reporting period.</p> <p>Reason</p> <p>Community waste education programs were unable to be delivered to the community due to the COVID-19 pandemic.</p> <p>Remedial Action</p> <p>New events have been scheduled later in the year. This task is included in Council's adopted Operational Plan 2020/21.</p>




N5.1.1.4	<p>Deliver grant funded Waste Less Recycle More projects.</p> <p>Signoff Authority: <i>Manager Waste & Cleaning Services</i></p>	<p style="text-align: center;"></p> <p style="text-align: center;">85%</p> <p style="text-align: center;">Not 100% completed due to COVID-19 restrictions</p>	<p>Projects are progressing as scheduled. 103 boxes of CD's and DVD's have been diverted from landfill this period with a total of 257 boxes for 2019/20. The multi-unit dwellings (MUDs) education program is on track with completion due in October 2020. 140 unit blocks have been engaged in one of five trial options. It is anticipated that the outcome of the trial will allow Council to provide best practice education for reducing contamination in multi-unit blocks. All other projects have been completed.</p> <p>Reason</p> <p>While the project is progressing as planned for 2020, face to face engagement with residents and body corporate groups was removed due to the COVID-19 pandemic.</p> <p>Remedial Action</p> <p>A consultant is working towards an October 2020 completion date. This task is in Council's adopted Operational Plan 2020/21.</p>
N5.1.2.1	<p>Implement programs to assist the community to reduce energy and water use.</p> <p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	<p style="text-align: center;"></p> <p style="text-align: center;">85%</p> <p style="text-align: center;">Not 100% completed due to COVID-19 restrictions</p>	<p>Council's Energy Smart program introduced new rebates which continued to prompt action by our residents. This year 141 rebates awarded, totalling \$35,465, for the installation of 32 energy efficient pool pumps, 1 window efficiency retrofit, 7 home insulation, 24 solar PV and battery systems. Matched community investment for this period was \$281,078.</p> <p>Due to current COVID-19 pandemic restrictions in place, the workshop on energy efficiency in homes was delivered as a webinar with 9 residents attending. The Greenstyle advisory service provided 8 homeowners with information on how to lower their energy bills, draught-proof their homes, prevent damp, and mould. Six of these were delivered virtually during the lock down period. Our Greenstyle garden advice service conducted 3 garden visits and 1 school visit during this period as well.</p> <p>As part of the Water Smart program, rebates were awarded, totalling \$24,158 for the installation of 38 rainwater tanks (with a total capacity of 177,670L). Matched community investment was \$144,576 for the period.</p> <p>Reason</p> <p>The planned delivery of this task was affected by COVID-19 restrictions from March to June 2020.</p> <p>Remedial Action</p> <p>The task is included in the adopted Operational Plan for 2020/21.</p>



THEME 3: PLACES, SPACES AND INFRASTRUCTURE



Operational Plan Task Exceptions




Code	Description	Progress	Comments
P1.1.1.8	Develop an urban forest monitoring program. Signoff Authority: <i>Manager Environment & Sustainability</i>	 80%	Council contracted Arbour Carbon to deliver high resolution canopy mapping data and analysis which will form the basis of the urban forest monitoring program. The flights were successfully completed and the data has been captured by the consultants however the final report will not be delivered until next financial year. The data will assist Council to develop and Urban Monitoring Program and Strategy which will assist Council in urban forest management into the future. Reason The COVID-19 pandemic impacted the ability to fly the aircraft used for data collection. This delay had ongoing impacts and pushed back the delivery of the program. Remedial Action Council continued to work closely with the consultant to ensure the delivery of the data and analysis is received early in the new financial year. This will allow Council to fully integrate the new data and analysis in the development of the Urban Forest Monitoring Program and Strategy. A task to continue with this work is included in the adopted Operational Plan 2020/21.
		Not 100% completed due to COVID-19 restrictions	
P3.1.2.2	Facilitate community participation through the Ku-ring-gai Local Planning Panel (KLPP) consistent with the Code of Meeting Practice. Signoff Authority: <i>Manager Development Assessment Services</i>	 91%	Community participation through the Ku-ring-gai Local Planning Panel (KLPP) has continued however more recently the process has changed due to COVID-19. The community are still able to listen and be involved in the public meeting. The process continued however via audio/ visual means via Zoom, it will continue to be improved and will include the public meeting being streamed live.
		Not 100% completed due to COVID-19 restrictions	
P4.1.1.1	Prepare a final draft and adopt a Local Centres Public Domain Plan and Technical Manual including outdoor dining and activities. Signoff Authority: <i>Manager Urban Planning</i>	 80%	The preparation of the Public Domain Plan (PDP) and Technical Manual is well advanced however will be reported to Council during 2020/21. Reason The timing for reporting the Public Domain Plan has been reconsidered in relation to implementation of the Ku-ring-gai Housing Strategy to 2036. Remedial Action The Public Domain Plan (PDP) and Technical Manual will be reported to Council in October 2020. A task to continue this work is included in the adopted Operational Plan 2020/21.
		80%	
P4.1.1.4	Complete a Creative Arts Facility Strategy to guide the delivery of creative arts and cultural facilities across the local government area.	 75%	Consultants were engaged in May 2020 to prepare a Creative Arts Strategy and to date have completed cultural mapping and a needs analysis. Reason
		75%	





	Signoff Authority: <i>Manager Urban Planning</i>		<p>Research and analysis to date suggests that further community engagement is required to define the demand for cultural facilities and to establish a cultural priorities framework. This work will extend the project program approximately two months and increase the project budget.</p> <p>Remedial Action</p> <p>Staff are currently seeking a fee proposal from consultants for a variation to the project to incorporate community engagement noting COVID-19 restrictions on social distancing. A task to undertake this work is included in the adopted Operational Plan 2020/21.</p>
P4.1.1.10	<p>Gain development consent and continue to facilitate disposal of the Lindfield Library site.</p> <p>Signoff Authority: <i>Director Strategy & Environment</i></p>	<p></p> <p>90%</p>	<p>The assessment of the development application (DA) is ongoing with conclusion of amendments requested by the assessment team now considered to be complete.</p> <p>Reason</p> <p>The assessment of the development application (DA) is ongoing.</p> <p>Remedial Action</p> <p>Consideration of the DA by the Sydney North Planning Panel is imminent but the meeting date is unknown at this time. A task to continue this work is included in Council's adopted Operational Plan 2020/21.</p>
P4.1.4.1	<p>Examine planning options within feasibility parameters for the Turramurra Community Hub.</p> <p>Signoff Authority: <i>Group Lead Major Projects</i></p>	<p></p> <p>0%</p>	<p>This task has been placed on hold by Council resolution.</p> <p>At the Ordinary Meeting of Council held 19 May 2020, a report on the Turramurra Community Hub was considered and Council unanimously resolved (min 96):</p> <p>A. That the planning and development of the Turramurra Community Hub be paused for a period of up to 24 months pending the outcome of Ku-ring-gai Council's comprehensive Local Environmental Plan.</p> <p>B. That Council informs the Community of the project's status.</p> <p>Reason</p> <p>In 2018 the NSW Government announced that all NSW Councils were required to review their Local Environmental Plans (LEP) to give effect to the new Regional and District Plans. The outcomes of this review for Ku-ring-gai could impact the built form, feasibility and business planning assumptions for Hub.</p> <p>Remedial Action</p> <p>Work on the project can recommence once the Local Environmental Plan review is completed, As this is currently anticipated to be in 2021, this Task has been included in the adopted Operational Plan 2020/21.</p>
P5.1.1.1	<p>Implement, monitor and review Ku-ring-gai's heritage planning controls including the development of a heritage strategy.</p>	<p></p> <p>60%</p>	<p>A heritage review and input into Councils LSPS has continued but only initial research and policy work has gone into the development of a heritage strategy during the period.</p> <p>Reason</p>

	Signoff Authority: <i>Manager Urban Planning</i>		<p>Staff and resourcing issues has affected the progress of this task.</p> <p>Remedial Action</p> <p>The recruitment process has been completed with staff engaged. A task to continue this work is included in the adopted Operational Plan 2020/21.</p>
P5.1.1.7	<p>Deliver Aboriginal cultural activities at the St Ives Precinct.</p> <p>Signoff Authority: <i>Manager Visitor Experience & Events</i></p>	<p></p> <p>80%</p> <p>Not 100% completed due to COVID-19 restrictions</p>	<p>The Gai Marigal Festival was cancelled during the period due to the COVID-19 pandemic.</p> <p>Council used this time to purchase new educational resources (including indigenous resources) and reviewed our nature playspace. The future nature playspace will include a bush foods section to assist with educational programs. We are also planning an indigenous mural project at the Education Centre, which will be used for future education. Staff are planning to host indigenous vacation care activities in July School Holidays (pending COVID-19 restrictions).</p> <p>Reason</p> <p>The planned delivery of this task was affected by COVID-19 restrictions from March to June 2020.</p> <p>Remedial Action</p> <p>The task is included in the adopted Operational Plan for 2020/21.</p>
P6.1.1.1	<p>Deliver Council's adopted Open Space Capital Works Program.</p> <p>Signoff Authority: <i>Director Operations</i></p>	<p></p> <p>80%</p>	<p>Council continued to deliver the adopted Open Space Capital Works Program during the period. Some construction delays were experienced however will be completed during 2020/21.</p> <p>Reason</p> <p>Vacant positions in the design team caused delays in projects being handed over to the project delivery team. Further, the change in July 2019 from fortnightly to monthly Council meetings has created challenges for project timelines in reporting on and awarding of tenders.</p> <p>Remedial Action</p> <p>Vacant positions have now been filled allowing realistic project timelines to be developed including consideration of the Council meeting timetable. A task to continue this work is included in the adopted Operational Plan 2020/21.</p>
P6.1.1.2	<p>District park landscape masterplans are prepared to inform the forward Open Space Capital Works Program.</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	<p></p> <p>70%</p>	<p>The North Pymble Park (Bannockburn Oval) Landscape Masterplan has been assessed by the Environment and Sustainability team which concluded that the site is highly constrained by ecological values including the presence of Blue Gum High Forest Critically Endangered Ecological Community (BGHF CEEC) which surrounds and adjoins the site. All upgrade works which expand the foot print of the site will have irreversible impacts on the BGHF CEEC, and as such should be avoided. The proposal to expand the Oval and include a 400m grass track is considered beyond the sites capacity and likely to cause significant</p>

			<p>and irreversible impacts to the onsite and adjacent biodiversity values.</p> <p>The Environment and Sustainability team recommend that the Masterplan and proposed upgrade works be amended to only include improvements within the existing footprint of the sportsfield and ancillary infrastructure in order to avoid and minimise impacts.</p> <p>The completion of Masterplan works and public exhibition process for North Pymble Park will need to be scheduled with the relevant staff.</p> <p>The implementation of the Hassell Park Landscape Masterplan scheduled for 2019/2020 is yet to commence. This work will be scheduled for 2020/2021.</p> <p>Reason</p> <p>Existing commitments and availability of staff has affected the progress of this task.</p> <p>Remedial Action</p> <p>Both the Hassell Park Landscape Masterplan and North Pymble Park Landscape Masterplan will need to be scheduled and work flowed to the relevant staff for completion in 2020/2021. A task to continue this work is in the adopted Operational Plan 2020/21.</p>
P6.1.1.5	<p>Complete construction of a Regional Inclusive Playground at St Ives Showground.</p> <p>Signoff Authority: Manager Technical Services</p>	<p></p> <p>75%</p>	<p>The St Ives Showground playground equipment is generally constructed with the toilet block fit out approaching completion. Construction is due to be completed in October/November 2020.</p> <p>Reason</p> <p>Progress of this task was delayed due to staff turnover with engaged consultants and design modifications for the project.</p> <p>Remedial Action</p> <p>Consultant control has been updated with works expected to be completed in the new financial year.</p>
P6.1.1.6	<p>Implement improvements to carparking at Wahroonga Park and St Ives Showgrounds.</p> <p>Signoff Authority: Manager Technical Services</p>	<p></p> <p>65%</p> <p>Partially affected by COVID-19 restrictions</p>	<p>During the reporting period improvements to car parking at the St Ives Showground were put on hold whilst staff from Strategy and Environment revisited the masterplan for the area. Carpark improvements at Wahroonga Park were reviewed during the period, however, no progress was made due to potential funding re-allocations of projects in response to the COVID -19 pandemic.</p> <p>Reason</p> <p>The progress of this task has been delayed due to a further review of the St Ives Showground masterplan and potential funding re-allocation for projects.</p> <p>Remedial Action</p> <p>Whilst delays were experienced it is anticipated that improvements to carparking at Wahroonga Park will be completed during the 2020/21 financial year and work will continue on the St Ives Showground area masterplan. A</p>



			task to continue this work is included in the adopted Operational Plan 2020/21.
P6.1.1.8	Progressively review and update Community Plans of Management. Signoff Authority: Manager Urban Planning		The report at the Ordinary Meeting of Council on 28 April 2020 provided approval to place the draft Sports Facilities Plan of Management (PoM) on public exhibition. Council is required to gain approval from Crown Lands prior to public consultation and this is currently under review. Council will also be required to conduct a public hearing following Crown Lands consent. Following the advice from Crown Lands and comments received via the community, Council will review and make necessary changes before finalising the PoM and providing a further report to Council. The brief for the St Ives Showground and Precincts PoM was issued in April 2020. Otium Planning Group were the preferred consultant and inception meetings will commence with departments and relevant staff to commence the review. The Parks PoM will follow the St Ives Showground and Precincts PoM. Reason Finalisation of the draft for the Sports PoM took longer than expected due to the categorisation and purpose of particular parcels of land and the correct mapping. As the plan is influenced by all departments across Council, it was important to consistently engage with relevant staff for review and further feedback. Remedial Action Lessons learnt from the Sports Facilities PoM can be implemented into the St Ives Showground and Precinct Lands PoM to improve efficiency. A task to continue this work is included in the adopted Operational Plan 2020/21.
		75%	
P6.1.1.11	Approve a Heads of Agreement with the Department of Education confirming key elements of the proposal to construct and jointly use an indoor sports facility at St Ives High School prior to committing to a Development Application. Signoff Authority: Director Strategy & Environment		Council considered this matter in February of this year. Resolution B from the Ordinary Meeting of Council held 18 February 2020 states: ‘That Council does not enter into a binding commitment for construction of the St Ives High School project until development consent is achieved and legal agreements (funding deed and lease) between Council and relevant parties have been finalised’. Council’s Major Project Steering Committee (MPSC) have reviewed the Heads of Agreement (HoA) supplied by the Department of Education (DoE). A marked-up version has been returned to the DoE for their review prior to this matter being considered by Council. Reason Further amendments and legal advice has extended the time period in order to complete the HoA. Remedial Action Council staff engaged the architects that received development consent for Stage 1 on behalf of Schools Infrastructure NSW
		75%	

			(SINSW). The design team have commenced documentation of a Development Application (DA) for Stage 2 being, Council's two (2) indoor basketball courts with associated ancillary rooms including a café, and car parking. A task to continue this work is in the adopted Operational Plan 2020/21.
P6.1.2.2	Facilitate a regular sporting forum and ongoing communication with sporting users. Signoff Authority: Manager Infrastructure Services	 80%	Meetings were held to obtain feedback from different sections of Council as to the make up of the Sporting Forum. A date was confirmed in May 2020 however this had to be postponed due to COVID-19 restrictions.
		Not 100% completed due to COVID-19 restrictions	Significant communication with all sporting associations and clubs occurred throughout the period to keep clubs up to date with requirements under the Public Health Orders and what facilities Council was opening, bookings and what other restrictions were put in place. Staff worked collaboratively internally and with all associations and clubs to accommodate all requests for information regarding the frequently changing requirements. Reason COVID-19 restrictions prevented Sports Forum from going ahead in 2020. Remedial Action The Sports Forum will be re-scheduled once restrictions are eased. A task to continue this work is in the adopted Operational Plan 2020/21.
P7.1.1.3	Undertake building and stormwater infrastructure repairs to the East Lindfield Community Centre. Signoff Authority: Director Operations	 90%	During the period works continued however it is anticipated that they will be completed early in the next financial year. Reason Significant corrosion was found within the structure during reconstruction which significantly slowed the progress of works. Remedial Action Works are expected to be completed early in the new financial year.
		Not 100% completed due to COVID-19 restrictions	
P7.1.2.1	Provide accommodation for identified community services in line with Council's Management of Community and Recreation Facilities Policy. Signoff Authority: Manager Property	 75%	Staff are in the process of conducting a review of Council's community facilities to assess their condition, usage and tenure. Meetings and inspections in relation to this review have been temporarily suspended as a result of COVID-19. Reason Meetings and inspections in relation to this review have been temporarily suspended due to the implications of COVID-19 but will resume in due course once the situation improves. Remedial Action Staff have kept in contact with the organisations who occupy Council's community facilities and are preparing for meetings and inspections to resume. A task to
		Not 100% completed due to COVID-19 restrictions	

			continue this work is included in the Operational Plan 2020/21.
P7.1.2.2	Continue to promote and develop the St Ives Precinct diverse facilities to host community and commercial usage. Signoff Authority: <i>Manager Visitor Experience & Events</i>	 80% Not 100% completed due to COVID-19 restrictions	<p>Formal bookings were cancelled due to COVID-19 however we have seen an increase in informal usage at the Wildflower Garden and St Ives Showground. Staff continued to work on booking processes and the digital marketing strategy. Staff have improved the digital assets for the Wildflower Garden with professional photography shoots which will be used to market Council venues and programs next financial year.</p> <p>Staff also used the COVID-19 period to make improvements to venues and have received funding from Crowns Land Showground Stimulus Program for a power upgrade.</p> <p>Reason The planned delivery of this task was affected by COVID-19 restrictions from March to June 2020.</p> <p>Remedial Action The task is included in the adopted Operational Plan for 2020/21.</p>
P7.1.2.4	Council's recreation services meet customer needs. Signoff Authority: <i>Manager Technical Services</i>	 80% Not 100% completed due to COVID-19 restrictions	<p>The COVID-19 restrictions had a major impact on the delivery of services during the period March to June 2020 with the closure of recreation facilities.</p> <p>Community members and sporting organisations were unable to utilise Council facilities with the closure of sporting fields, tennis courts, Ku-ring-gai Fitness and Aquatic Centre and other indoor/ outdoor group recreation programs, in line with government advice and guidelines.</p> <p>Gordon and North Turramurra Golf Courses continued to operate throughout the period and saw an increase in player numbers. The operation of both courses is under strict government guidelines with staff and players adhering to social distancing requirements.</p> <p>Staff also continued to work with Council's property team to improve buildings to optimise leasing and hiring arrangements.</p> <p>Reason The planned delivery of this task was affected by COVID-19 restrictions from March to June 2020.</p> <p>Remedial Action The task is included in the adopted Operational Plan for 2020/21.</p>
P8.1.2.3	Deliver Road, Footpath and Carparks Capital Works Programs on time and within budget. Signoff Authority: <i>Manager Technical Services</i>	 91% Not 100% completed due to COVID-19 restrictions	<p>The 2019/20 budget was reduced by \$1 million to cover budget short falls due to the COVID-19 pandemic.</p> <p>All program works were completed to the maximum extent with remaining budget.</p>
P8.1.2.4	Deliver Drainage Capital Works Programs on time and within budget. Signoff Authority: <i>Manager Technical Services</i>	 91% Not 100% completed due to COVID-19 restrictions	<p>The 2019/20 budget was reduced by \$1 million to cover budget short falls due to the COVID-19 pandemic.</p> <p>All program works were completed to the maximum extent with remaining budget.</p>



THEME 4: ACCESS, TRAFFIC AND TRANSPORT



Operational Plan Task Exceptions

Code	Description	Progress	Comments
T1.1.1.2	<p>Finalise for adoption the Pedestrian Access and Mobility Plan (PAMP) recommendations.</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	 65%	<p>The principles and priorities in the draft Pedestrian Access and Mobility Plan (PAMP) continued to provide guidance to the provision of pedestrian facilities to improve accessibility, and reduce severance caused by barriers such as arterial roads and railways. For example, in the draft PAMP, there are 11 Infrastructure Provision Goals for the Turrumurra local centre, and provision has been made in the draft Turrumurra Public Domain Plan for 8 of the 11 items identified. Some of the recommended infrastructure not factored into the draft Public Domain Plan requires further analysis, which will be provided by the Turrumurra Transport Study (in progress). The current draft PAMP was not finalised during the reporting period due to a need to more effectively integrate its principles and goals into Council's broader policy and designs for the local centres.</p> <p>Reason</p> <p>The Draft PAMP needs to be integrated into Council's broader policy and designs for the local centres, rather than progressed as a standalone policy document.</p> <p>Remedial Action</p> <p>It is proposed to incorporate the principles and goals of the PAMP into the Public Domain Plan, as an integrated approach to pedestrian planning. A task reflecting this approach has been included in the 2020/21 Operational Plan.</p>
T2.1.1.1	<p>Prepare a staged implementation plan for paid parking including community engagement addressing location, financial and timing aspects of implementation.</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	 60%	<p>To date contact has been made with relevant parking management technology providers to inform contracting and engagement aspects and revenue collection.</p> <p>The engagement of specialist consultants is required to advise on a staged implementation and fee structure for the Parking Management Strategy and preferred ownership/operator model for the Council-managed basement car park levels of the Lindfield Village Green project. This work will also inform other major project car parks and potentially off-street car parks.</p> <p>Reason</p> <p>Delays experienced meeting with Lane Cove Council staff and their technology provider to discuss paid parking arrangements in the Lane Cove town centre and seeking input from internal stakeholders.</p> <p>Remedial Action</p> <p>A briefing session was rescheduled and engagement of specialist consultants progressed. A Task has been included in the Operational Plan 2020/21 to continue work on the plan.</p>

THEME 5: LOCAL ECONOMY AND EMPLOYMENT




Operational Plan Task Exceptions



Code	Description	Progress	Comments
E1.1.1.2	Commence the Employment Lands Study and Strategy as part of the implementation of the North District Plan. <i>Signoff Authority: Manager Urban Planning</i>	 10%	Work did not commence on the Employment Lands Study and Strategy as staff focused on finalising the Retail and Commercial Centres Study during the reporting period. Reason The Retail and Commercial Centres Study will provide base data that can be used in the Employment Lands Study. To avoid duplication and ensure consistency between the two studies, the development of the Employment Lands Study will commence at the completion of the Retail and Commercial Centres Study. Remedial Action Work on the Employment Lands Study will commence following the completion of the Retail and Commercial Centres Study. A Task has been included in the 2020/21 Operational Plan to undertake this work.
E1.1.1.4	Continue Councils comprehensive business engagement events program. <i>Signoff Authority: Manager Corporate Communications</i>	 85% Not 100% completed due to COVID-19 restrictions	Only one face to face business engagement event took place during the reporting period - the Fit for business - Boost your wellbeing event, held 19 February 2020. The impact of COVID-19 has required the business engagement events program to move online. The initiatives, badged Open for Business webinar series, commenced on 15 April. Events occurred weekly on Wednesdays from 10am to 12pm. Local interest in the sessions was high. So far the program has delivered 9 events, received 894 registrations and 493 attendees at online sessions. Topics covered included: * Business planning * Marketing * Social Media * E-commerce * Accessing government funds * Pivoting Business The program will continue in the 2020/21 financial year with face-to-face events likely to recommence in Spring 2020 as COVID-19 restrictions allow. Reason The planned delivery of this task was affected by COVID-19 restrictions from March to June 2020. Remedial Action The task is included in the adopted Operational Plan for 2020/21.




E1.1.1.5	<p>Prepare a Retail and Commercial Centres Strategy for Ku-ring-gai.</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	<p style="text-align: center;"></p> <p style="text-align: center;">90%</p>	<p>The draft strategy is largely completed with Council awaiting the final version from consultants. Staff will arrange a Councillor workshop and then report the draft to Council for the purposes of public exhibition.</p> <p>Reason</p> <p>The consultancy firm undertaking the strategy had a turnover of key personnel, which has resulted in a delay in finalising the document. Further work was also commissioned to provide additional commentary in the strategy on the impacts of COVID-19 on the retail sector.</p> <p>Remedial Action</p> <p>A new project time-frame and project milestones have been negotiated with the consultants. It is expected the strategy will be reported to Council in August with a recommendation to place it on public exhibition. A Task in the Operational Plan 2020/21 has been included to implement the strategy.</p>
E3.1.1.1	<p>Facilitate marketing and promotional activities that support local events both new and existing.</p> <p>Signoff Authority: <i>Manager Corporate Communications</i></p>	<p style="text-align: center;"></p> <p style="text-align: center;">91%</p> <p style="text-align: center;">Not 100% completed due to COVID-19 restrictions</p>	<p>During the reporting period Council's communications team promoted Australia Day and other planned community events through social media, videos, e-news, the website and advertising.</p> <p>As a result of most planned community events being suspended from February/March, due to the COVID-19 crisis, the team focused resources on providing urgent assistance across the organisation to promote various online events such as business webinars, livestreaming of library storytimes and online children's activities through the Life Online web portal. In particular Life Online was set up within two weeks in April to provide Council services online, promote online events, as well as free entertainment and business webinars. Community feedback on these innovations has been very positive.</p>


THEME 6: LEADERSHIP AND GOVERNANCE

Operational Plan Task Exceptions

Code	Description	Progress	Comments
L1.1.1.5	<p>Prepare an End of Term Report under the Local Government Act, 1993 and Integrated Planning and Reporting Framework.</p> <p>Signoff Authority: <i>Manager Governance & Corporate Strategy</i></p>	<p></p> <p>50%</p> <p>Not 100% completed due to COVID-19 restrictions</p>	<p>Under the Local Government Act an End of Term (EOT) Report is required to be prepared for an outgoing Council, in the year of a Council election.</p> <p>Reason</p> <p>Following the NSW Government's decision to postpone the NSW local government elections until September 2021 the EOT Report is not required to be prepared until 2021.</p> <p>Remedial Action</p> <p>Preparation of the End of Term Report has been carried over to the Operational Plan 2020-2021.</p>
L3.1.2.1	<p>Ensure that Council and Committee Meetings are managed effectively and in accordance with relevant legislation, codes and guidelines.</p> <p>Signoff Authority: <i>Manager Governance & Corporate Strategy</i></p>	<p></p> <p>90%</p> <p>Not 100% completed due to COVID-19 restrictions</p>	<p>During the first half of the reporting period Council and Committee Meetings were held in the Chambers building in accordance with the revised legislation, codes and guidelines issued by the Office of Local Government (OLG).</p> <p>From April, due to the COVID-19 restrictions, changes were made to Public Forums and Council meetings. This included:</p> <ul style="list-style-type: none"> * Council meetings conducted online through a live streaming service with members of the public able to observe Council meetings through Council's live stream page *The suspension of monthly Public Forums with members of the public able to address Council a written or online submission, video recording or audio recording. * committee meetings conducted online or with appropriate social distancing. <p>These changes were widely communicated to the community and successfully implemented.</p> <p>Reason</p> <p>The planned delivery of this task was affected by COVID-19 restrictions from March to June 2020.</p> <p>Remedial Action</p> <p>The task is included in the adopted Operational Plan for 2020/21.</p>
L3.1.2.10	<p>Liaise with the NSW Electoral Commission in regard to the conduct of the 2020 Ordinary Local Government Elections.</p> <p>Signoff Authority: <i>Director Corporate</i></p>	<p></p> <p>75%</p> <p>Not 100% completed due to COVID-19 restrictions</p>	<p>The 2020 Ordinary Local Government Election was postponed to September 2021 due to the COVID-19 crisis. Council will recommence discussions with the NSW Electoral Commission towards the end of 2020.</p> <p>Reason</p> <p>The planned delivery of this task was affected by COVID-19 restrictions from March to June 2020.</p> <p>Remedial Action</p> <p>The task is included in the adopted Operational Plan for 2020/21.</p>

L3.1.3.1	<p>Implement the Corporate Sustainability Action Plan and corporate sustainability program.</p> <p>Signoff Authority: Manager Environment & Sustainability</p>	<p style="text-align: center;"></p> <p style="text-align: center;">85%</p> <p style="color: red;">Not 100% completed due to COVID-19 restrictions</p>	<p>Despite the postponement of all events from the calendar in mid-March, our team has continued to make progress on the goals of the Corporate Sustainability Action Plan (CSAP).</p> <p>We have worked with the Council Waste Services Team to put a contract in place with ORG waste services, who will commence organic waste collection from a small number of sites in the coming months. This will begin with sites including the Wildflower Garden, Sports & Aquatic Centre and Depot. This is a key part in delivering the Single-Use Plastic Policy and Sustainable Event Management Policy as we will be moving to 100% compostable ware at events. This will ensure that they are responsibly disposed of and do not contribute to landfill.</p> <p>Planning also progressed to provide relevant teams across Council with their own 'Sustainable Events Kit' to assist them with hosting events, meetings and catering without using single-use plastics. A total of 23 kits will be distributed and all Executive Assistants have been briefed on this upcoming change.</p> <p>A staff collection drive was held for school uniforms in February, which were donated to local small business Sustainable Schoolwear and will be recycled into new uniforms.</p> <p>Once restrictions on events ease, we will continue to support staff and the community to implement the requirements of the policies moving forward.</p> <p>Reason</p> <p>The planned delivery of this task was affected by COVID-19 restrictions from March to June 2020.</p> <p>Remedial Action</p> <p>The task is included in the adopted Operational Plan for 2020/21.</p>
L3.1.4.1	<p>Implement recommended actions from Council's review of services against community needs, objectives and strategic outcomes.</p> <p>Signoff Authority: Manager Governance & Corporate Strategy</p>	<p style="text-align: center;"></p> <p style="text-align: center;">75%</p>	<p>Implementation of outcomes from a recent review of the organisation's service delivery and resource planning processes were put on hold from March onwards while organisational resources were focused on the impacts of State and Federal government COVID-19 restrictions on Council's delivery of scheduled services and programs.</p> <p>While numerous services and programs were still delivered as planned, many others were impacted. Changes included some temporarily ceasing operations while others were reduced or delivered in alternative ways. Many staff were also able to work from home.</p> <p>Reason</p> <p>Whilst COVID-19 restrictions impacted the delivery of this Task, organisational service delivery and resource planning processes continued to be revised during the period.</p> <p>Remedial Action</p> <p>The task is included in the adopted Operational Plan for 2020/21.</p>

L3.1.4.2	<p>Report bi-annually to Council on achievement of adopted Customer Service Standards.</p> <p>Signoff Authority: <i>Manager Corporate Communications</i></p>	<p style="text-align: center;"></p> <p style="text-align: center;">91%</p> <p style="text-align: center; color: red;">Not 100% completed due to COVID-19 restrictions</p>	<p>The customer service team maintained customer service standards despite experiencing an extremely busy and challenging year.</p> <p>Resources and interdepartmental cooperation continued to be focused on dealing with customer service calls in relation to the clean-ups from storm events in late 2019 and early 2020. In late 2019 customer service received over 700 calls a day mainly in relation to tree clean ups after the impact of the first storm event.</p> <p>The customer service centre continued operating until late March 2020 when it closed due to the COVID-19 pandemic. Staff continued to provide quality customer service through this difficult time working from home with the efforts of key individuals and the assistance of Council issued laptops.</p> <p>From April call rates were similar on average compared with the previous year.</p> <p>The centre reopened on Monday 1 June with social distancing, hygiene measures and capacity limits in place. This included the installation of shields on the counter allowing staff to safely deal with customers. Initial visits to the counter area were steady but have since slowed as more customers take advantage of alternative ways to interact with Council including live chat, online application lodgement, requests and payments all able to be done contactless.</p>
L3.1.4.9	<p>Effectively deliver learning and development strategy and programs in line with identified priorities and the objectives of Council's adopted Workforce Management Strategy.</p> <p>Signoff Authority: <i>Manager People & Culture</i></p>	<p style="text-align: center;"></p> <p style="text-align: center;">91%</p> <p style="text-align: center; color: red;">Not 100% completed due to COVID-19 restrictions</p>	<p>A number of lower priority or non-essential programs were deferred or delayed due to the COVID-19 pandemic with other programs being delivered virtually or via e-learning.</p> <p>Essential Workplace, Health and Safety compliance training was delivered in April in accordance with required social distancing requirements. This ensured staff had the legally required training to be able to continue to deliver services to the community.</p> <p>In addition to responses required to COVID-19 an effective learning and development program continued to be delivered in accordance with the Workforce Management Strategy.</p>
L3.1.4.18	<p>Complete preparation of an Information Management Strategy and commence implementation.</p> <p>Signoff Authority: <i>Director Corporate</i></p>	<p style="text-align: center;"></p> <p style="text-align: center;">75%</p> <p style="text-align: center; color: red;">Partially affected by COVID-19 restrictions</p>	<p>A draft Information Management strategy has been prepared for review by senior management and a plan to implement key recommendations of the strategy is under preparation. A task and budget allocation has been included in Council's adopted 2020/21 Operational Plan to commence implementation.</p> <p>Reason</p> <p>Some delays were experienced due to staff resources being reallocated to implementing COVID-19 responses to enable the organisation's smooth transition to an online working and service delivery environment.</p> <p>Remedial Action</p>

			The Strategy and implementation plan will be progressed in 2020/21. A task to continue this work is included in Council's adopted Operational Plan 2020/21.
L4.1.1.2	Facilitate a program that enables staff to create and deliver engaging and accessible communication. Signoff Authority: <i>Manager Corporate Communications</i>	 91% Not 100% completed due to COVID-19 restrictions	Significant changes were required to the originally scheduled program. In direct response to COVID-19 restrictions on Council's services, particularly between April and June, the team focused on alternative delivery methods such as coordinating a wide range of digital content across all channels including social media and the website. This included the creation of the Life Online portal and four videos regarding COVID-19, e-library resources and an educational video on abandoned shopping trolleys.

FULL REPORTING

BY THEME

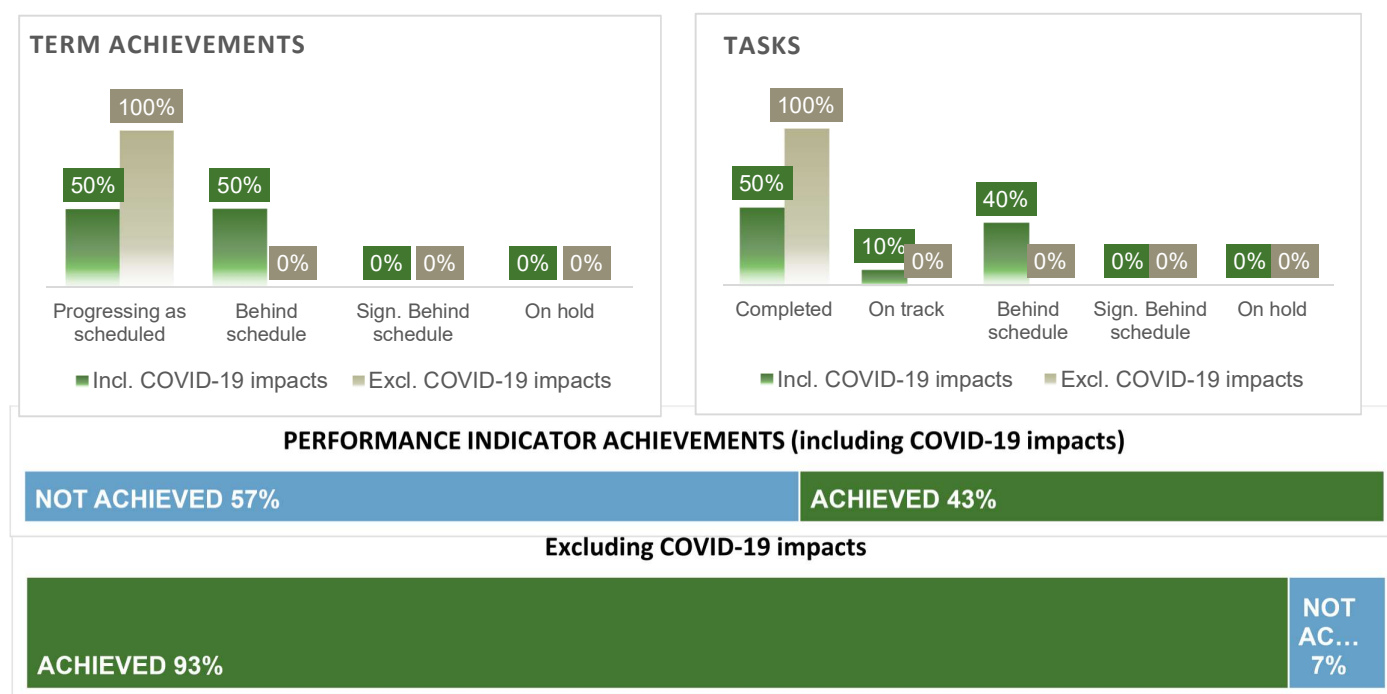


THEME 1

COMMUNITY, PEOPLE AND CULTURE

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

Performance summary









Key achievements








- A development application for the refurbishment of Marian Street Theatre, Killara was lodged on 5 May 2020.
- The draft Ku-ring-gai Housing Strategy was prepared and exhibited in alignment with the North District Plan and the Local Strategic Planning Statement to identify and meet the diverse needs of our changing population.
- Ku-ring-gai continues to be actively involved in emergency management for the region. During the reporting period this included significant involvement in responses to the fire, storm, flash flood and COVID-19 pandemic emergencies. Council provided further assistance to the community through vegetation pick up, additional household and green waste collection and street sweeping and the availability of amenities for showering.
- Council provided approximately \$80,000 in grants to 20 community organisations to assist the provision of services and address emerging community needs as a result of COVID-19 restrictions.
- During COVID-19 closure periods, library staff worked closely with Council's Parking Rangers to deliver library materials to resident's homes during the closure. The Rangers managed to deliver an impressive 3,646 items to very grateful Ku-ring-gai residents over a 6 week period. This was an average of 610 items per week.
- Funding was diverted to e-resources to satisfy the increased demand with specialist staff adopting digital technologies to stay in-touch with our community. Over 85,000 items were accessed, which included e-books, e-audio, e-magazines and e-comics, films and music streaming.
- Fire trail restoration work was completed on 3.2km of strategic fire trails in the St Ives/St Ives Chase area.
- Council developed a Life Online webpage to support the community through the COVID-19 pandemic and a Facebook page for environmental volunteers to share knowledge and experiences and improve communication.
- Council launched the New Lunar New Year Festival in January 2020.

Challenges

- Council responded to newly emerging needs within the community quickly due to the COVID-19 pandemic. With many programs put on hold, Council provided meaningful online activities that supported the most vulnerable communities. Examples include virtual tours and chats program for seniors, music and art therapy sessions, online book clubs and streaming children's story time sessions, online training for volunteers, development and distribution of resources to assist seniors to stay safe at home during the pandemic, resilience programs, online youth programs and increased library e-resources.

Performance indicators

Code	Description	Baseline	Yearly Target	Units	Achieved Amount	Progress Trend	Performance
C1.1.1.A	Utilisation percentage rate for Council's children's services.	In 2016/17, there was 87% utilisation of children's services. (Source: Council)	87	%	84	Decreased	 Not achieved due to COVID-19 restrictions
<p>Comment: During the last quarter of 2019/20, there was significant impacts on attendances for all children due to the introduction of free child care, closure of schools and many parents working from home due to COVID-19 restrictions. Council's children's services performed exceptionally to maintain high utilisation levels and remain open while managing the impacts of the COVID-19 pandemic during this period.</p>							
C1.1.1.B	Number of participants in youth service programs.	In 2016/17, there were 6,240 participants in youth service programs. (Source: Council)	6,240	Participants	3,596	Decreased	 Not achieved due to COVID-19 restrictions
<p>Comment: Due to COVID-19 restrictions, many of Council's large scale events were not held. These would have enabled Council's targets to be met. Additionally, Although youth centres closed from 19 March 2020, face to face youth programs transitioned to online platforms and were able to extend their reach to young people who may have otherwise faced barriers to physically accessing the youth centre eg due to social anxiety, disabilities.</p>							
C1.1.1.C	Number of participants in aged and disability programs.	In 2016/17, there were 3,097 participants in aged and disability programs. (Source: Council)	3,097	Participants	2,791	Decreased	 Not achieved due to COVID-19 restrictions
<p>Comment: All seniors programs were cancelled in mid-March due to COVID-19 restrictions, shortening Term 1 exercise classes by 3 weeks. Additionally, all excursions, seminars and Term 2 exercise classes were cancelled for the 3½ months to end June 2020. Council launched a program of virtual tours and chats to seniors, focussing on worldwide places of interest with weekly Zoom chats to discuss the 'tour'. Seniors joined in on their landline, by mobile device or PC. Six online 'Resilience during COVID-19' workshops were offered to seniors, with a psychologist presenting and leading an open discussion each week. Online exercise classes were also offered to seniors via Council's website.</p>							
C1.1.2.A	User satisfaction with Council's community services and programs.	In 2016/17, there was an average 85% user satisfaction with all services and programs. (Source: Council)	85	%	95	Stable	
C2.1.1.A	Number of participants in Council's major local events.	In 2016/17, there were 45,000 participants at major supported community events. (Source: Council)	45,000	Participants	35,000	Decreased	 Not achieved due to COVID-19 restrictions
<p>Comment: The cancellation of Festival on the Green (scheduled for 3 May 2020) due to COVID-19 restrictions resulted in a reduction in total event attendance of approximately 10,000 participants. While some events were cancelled due to COVID-19 restrictions, Council was able to launch the New Lunar New Year Festival in January 2020 as per the Destination Management Plan major event guidelines.</p>							
C3.1.1.A	Number of enrolments for art centre courses.	In 2016/17, there were 2,000 enrolments for art centre courses. (Source: Council)	2,000	Enrolments	2,073	Monitor	
<p>Comment: The last 3 weeks of classes in Term 1, all Term 2 classes and the April and June/July kid's holiday programs were cancelled due to COVID-19 restrictions impacting enrolment numbers. The Art Centre went on to produce engaging online exhibitions and tutor studio visits which were well received by patrons. The Art Centre used the closure to do much needed maintenance on the building as well as improve services for reopening including completing the Wi-Fi implementation, rebranding of the Art Centre logo and promotional material and investment in technology such as iPads and Smart TV.</p>							

C3.1.1.B	Number of visits to Council libraries.	In 2016/17, there were over 500,000 visits to the libraries. (Source: Council)	500,000	Visits	398,180	Decreased	 Not achieved due to COVID-19 restrictions
<p>Comment: All library branches closed to visitors on 23 March 2020 due to COVID-19 NSW Public Health Orders which significantly impacted the visitor numbers to Ku-ring-gai libraries. Re-opening with restricted hours on 1 June and the continued regulations for social distancing did not result in a large increase in visitor numbers. The Library worked closely with Council's Parking Rangers to deliver library materials to resident's homes during the closure. The Rangers managed to deliver an impressive 3,646 items to very grateful Ku-ring-gai residents over a 6 week period. This was an average of 610 items per week.</p>							
C3.1.1.C	Number of visits to the library website.	In 2016/17, there were over 176,000 visits to the library website. (Source: Council)	176,000	Visits	233,000	Increasing	
<p>Comment: The large increase to the library website is attributed to library closures restricting physical visitation. All available library resource budgets were re-allocated to the purchase of online resources to ensure library members could download and enjoy their regular selection of library materials. The Children and Young Adult team have been streaming story time sessions and uploading rhyme and story time on YouTube. They have also started virtual book clubs, Sandwich and Story lunchtime sessions and Lego challenges. The library have reached over 2,406 views for Facebook live streams and 493 for pre-recorded videos on the Council YouTube Channel during this time.</p>							
C3.1.1.D	Number of physical loans per resident.	In 2016/17, there were 7 physical loans per resident. (Source: Council)	7	Loans	6.27	Decreased	 Not achieved due to COVID-19 restrictions
<p>Comment: The physical loans reported do not meet the target due to the COVID-19 library closures. Library members were able to physically borrow library materials and utilise the delivery service provided by Council Rangers, however, this service was only offered to residents in the Ku-ring-gai local government area and items were reduced to three per person to ensure an equitable selection could be delivered. Although the physical loan numbers did not meet the target, a high number of e-resources were downloaded by members. Over the reporting period, 184,151 items were borrowed. This is an increase of 40% compared to 2018/19. Library staff were kept busy educating borrowers on downloading and using these resources. Utilisation is expected to remain steady through to the next reporting period.</p>							
C4.1.1.A	Number of registrations in active recreation programs supported by Council.	In 2016/17, there were 738 registrations in active recreation programs supported by Council. (Source: Council)	738	Registrations	647	Decreased	 Not achieved due to COVID-19 restrictions
<p>Comment: The Active Ku-ring-gai Program was cancelled for one term and one school holiday period due to COVID-19 restrictions. An average term attendance is 177 which explains not meeting the performance target.</p>							
C5.1.1.A	Percentage of swimming pool barrier inspection program completed.	In 2016/17, 100% of the swimming pool barrier inspection program was completed. (Source: Council)	100	%	100	Stable	
C5.1.1.B	Percentage registration of companion animals within Ku-ring-gai.	In 2016/17, 95% of companion animals in Ku-ring-gai were registered. (Source: Council)	95	%	97	Increasing	
C7.1.1.A	Percentage completion of fire trail improvement program.	In 2016/17, 100% of the fire trail improvement program was completed. (Source: Council)	100	%	70	Decreased	
<p>Comment: Storm events prevented scheduled maintenance works and considerable time was spent clearing vegetation to re-open fire trails.</p>							

C7.1.1.B	Percentage completion of hazard reduction program.	In 2016/17, 45% of the hazard reduction program was completed. (Source: Council)	45	%	50	Decreased	
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Comment: Hazard reduction was restricted with 2019/20 experiencing the worst fire conditions on record due to the extreme drought. The drought broke in 2020 with floods and continued rain events, further preventing hazard reduction activities. Council achieved one burn of 25.3 hectares. In addition to this, Council has been endeavouring to catch up on 39.4 hectares of non-completed burns from previous years. Inter-agency hazard reduction burns were on hold during the COVID-19 pandemic. Asset protection zone maintenance continued as scheduled.

Full progress report


Issue: C1: Community health and wellbeing


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


Term Achievement

Code	Description	Progress
C1.1.1	Council's policies, programs and advocacy address the social, information and health needs of all age groups, reduce disadvantage and address gaps in service provision. <i>Signoff Authority: Director Community</i>	
Comments		
<p>Progressed however many scheduled service delivery programs were significantly altered from March/April 2020 in response to the COVID-19 health and safety restrictions.</p> <p>Council is delivering a number of programs in response to identified community need for various target groups including children, families, young people, older people, people with disabilities, people from culturally and linguistically diverse backgrounds etc. The services, activities, and programs experienced high levels of utilisation in the first half of the reporting period resulting in increased levels of community engagement and user satisfaction. Council continued working to build the capacity of local community organisations to deliver services through the recruitment, training, referral and promotion of volunteers across a number of program areas.</p> <p>Due to the COVID-19 restrictions, from March/April the delivery of many of the community programs and activities were significantly impacted. Where possible, modified services were provided on-line to maintain contact with participants and comply with public health order restrictions.</p> <p>Following the library closures some service gaps were addressed with increased access to the Library's online resources, especially during the period from March to June, and alternative avenues of service delivery utilised where practical. Use of online library resources increased to an above state average. Collaboration with Council's Parking Rangers addressed problems with isolated residents.</p> <p>Reason</p> <p>Tasks contributing to the Term Achievement's progress in 2019/20 were affected by COVID-19 restrictions.</p> <p>Remedial Action</p> <p>The tasks are included in the adopted Operational Plan for 2020/21.</p>		

Operational Plan Tasks


Code	Description	Progress	Comments
C1.1.1.1	Develop and implement effective plans, services and programs to proactively address the changing needs of the community including recommendations and programs identified in Council's Community Needs Analysis and Children's Services Needs Study. <i>Signoff Authority: Director Community</i>	 85%	<p>Children's Services</p> <p>All Children's services remained open for families and children delivering high quality care and education to the families, community and to children of essential workers.</p> <p>Thomas Carlyle Children's Centre commenced January 2020 with utilisation levels at 87% and increasing to 96% occupancy in March 2020.</p> <p>The COVID-19 restrictions and free childcare resulted in a significant drop in attendance of approximately 25% through this period. The overall enrolments at the Centre have remained high and children are starting to return back into care during June.</p> <p>Vacation Care continued to provide programs throughout this period with January and April school holiday programs.</p> <p>Family Day Care also remained fully operational during this period with the support of local educators and families.</p> <p>Youth Services</p> <p>Youth Services delivered a range of recreational, vocational and support based programs to young people. These included:</p>

			<p>* Activities in the January school holidays including: Community BBQ's, live music events and partnership programs with Chatswood Youth Centre.</p> <p>* Skill development workshops including: first aid and transition to high school workshops.</p> <p>* Youth partnership programs with a newly formed Network of Youth Development Workers across Northern Sydney Councils.</p> <p>During the reporting period the following activities have been undertaken:</p> <p>Youth sector inter agency networks have been conducted, and youth led events, including International Women's Day celebrations with participation of 80 young people from 5 local schools, were held.</p> <p>Seniors Services</p> <p>In February, the Aged Services Seniors Festival events attracted over 1,400 seniors to 38 events staged by local community groups and Council's Aged Services, Libraries and Sustainability. Seniors could take classes in Ballet for Better Balance, learn about Bush Foods, Dementia with Dignity and Estate Planning, and visit the Ku-ring-gai Community Shed.</p> <p>During this festival in February, seniors were helped by young people to 'get to know' their iPad. This program was run in collaboration with Youth Services. Other events included seminars on 'Getting help at home', 'Wellness and Reablement' and the Charter of Aged Care Rights. Satisfaction rating for Aged Services Festival program was 97.5%.</p> <p>Seniors Fallproof exercises and Qi Gong classes ran until mid-March, after which they were moved online due to the COVID-19 pandemic. Each class was fully subscribed for Term 1, and feedback returned a satisfaction rating of 95%.</p> <p>A webinar hosted by Jean Kittson entitled 'We need to talk about Mum and Dad' was provided for the families of older people on 18 June. This is the result of collaboration between Northern Sydney Councils' Aged & Disability Community Development Officers.</p> <p>Staff are continuing to work towards a dementia friendly community in Ku-ring-gai, with Macquarie University PACE students. A report has been completed identifying the needs of people living with dementia in Ku-ring-gai including best practice examples from existing Dementia Friendly Community in NSW.</p> <p>With COVID-19 distancing directives in place, our seniors activities moved online. Exercises and Qi Gong videos were added to Council's Life Online webpages, and virtual 'tours and chats' were introduced. For those seniors who don't use electronic communication, printed booklets and landline connection to Zoom chats were offered. Our first four resilience workshops on 'Coping during Covid-19' were very popular and two additional workshops were added.</p> <p>Reason</p> <p>The planned delivery of this task was affected by COVID-19 restrictions from March to June 2020.</p> <p>Remedial Action</p> <p>The task is included in the adopted Operational Plan for 2020/21.</p>
C1.1.1.2	Partner with key stakeholders to deliver community programs in response to identified community needs.	 91%	<p>Children's Services</p> <p>The January vacation care was attended by 526 children, with only 45 children attending in April due to</p>


	<p>Signoff Authority: <i>Director Community</i></p>		<p>the COVID-19 pandemic and school closures. Excursions were not offered as advised by the NSW Department of Education and Search the Australian Health Protection Principal Committee.</p> <p>Youth Services</p> <p>Interagency and sector development meetings continued throughout the reporting period with over 35 community and youth organisations attending the monthly meetings.</p> <p>Staff also developed and delivered a variety of social events for young people with disabilities in partnership with the Community Development Officer - Disability Services. Staff also delivered online parent workshops in partnership with other Northern Sydney Councils and online youth engagement programs including a youth photo competition and art workshops.</p>
C1.1.1.3	<p>Deliver accessible and inclusive library services to the community, including information and lending services, consistent with social justice principles.</p> <p>Signoff Authority: <i>User Experience & Service Development Coordinator</i></p>	<p> 85%</p>	<p>The COVID-19 pandemic required Council to close libraries in late March and greatly impacted our library service delivery challenging staff, who quickly adjusted to the new modus operandi of service. Our loans in the six months totalled up to approximately 58,268, which was a decrease of 75% compared to the same time last year. In contrast our e-loans reached a high of 85,000 for the period. Library visitations also fell to a low of 2,457, which is a 98% drop from last year.</p> <p>Branch staff worked collaboratively with our Council Rangers to deliver the contact-less Knock and Drop service. Library staff put together reserved library resources and Parking Rangers delivered to the residents of Ku-ring-gai each weekday. An impressive 3,646 items were delivered in a six-week period averaging to approximately 610 items each week. The Knock and Drop deliveries were a fantastic way for Library and Regulatory staff to work together during this unprecedented time so that the residents of Ku-ring-gai received regular loans of popular library resources. Click and Collect, which started operating 1 June 2020, is slowly gaining popularity and averages 500 items issued daily. Residents' pre reserve library items are collected at the branch of their choice and return other items for a one stop shopping experience. Social distancing and hygienic practices are carried out to ensure a safe library visit at each branch.</p> <p>The Home Library Service and Libraribus remained popular during the closure delivering resources to Ku-ring-gai elderly residents. These valuable services ensured our most vulnerable residents could remain safely at home whilst still enjoying their regular delivery of interesting DVDs, Books, Magazines and Audiobooks. While the Home library service delivered about 7,966 items (approximately 3% drop from same time last year) to approximately 150 Customers, the Libraribus catered to 66 customers and delivered 1,533 items (approximately 24% less compared to same time last year). We currently have 47,941 registered members which is a 3% increase from the same time last year.</p> <p>Reason</p> <p>The planned delivery of this task was affected by COVID-19 restrictions from March to June 2020.</p> <p>Remedial Action</p> <p>The task is included in the adopted Operational Plan for 2020/21.</p>
Challenges			


We saw an increased usage of digital technology for programming and activities with the establishment of online bookclubs and streaming storytime sessions. Physical items usage decreased, however our e-resources usage increased during the period.

Term Achievement

Code	Description	Progress
C1.1.2	<p>Access has increased for communities that face barriers to using social services and community facilities.</p> <p>Signoff Authority: Director Community</p>	
Comments		
<p>Progressed however a number of scheduled service delivery programs were significantly altered from March/April 2020 in response to the COVID-19 health and safety restrictions.</p> <p>In the first half of the reporting period a number of specialist programs were conducted in partnership with community organisations to address the needs of disadvantaged groups in the community including people living with dementia, people who are at risk of becoming socially isolated, carers, people suffering with mental ill health etc. Central themes flowing through these programs included inclusion, wellness, enablement and removing barriers that prevent people from accessing services and facilities.</p> <p>Due to the COVID-19 restrictions, from March/April the delivery of a number of programs and activities were significantly impacted. Where possible, modified services were provided on-line to maintain contact with participants and comply with public health order restrictions.</p> <p>Reason</p> <p>Tasks contributing to the Term Achievement's progress in 2019/20 were affected by COVID-19 restrictions.</p> <p>Remedial Action</p> <p>The tasks are included in the adopted Operational Plan for 2020/21.</p>		

Operational Plan Tasks

Code	Description	Progress	Comments
C1.1.2.1	<p>Implement programs in response to identified community needs that address a range of accessibility issues, reduce social isolation and promote social inclusion.</p> <p>Signoff Authority: Manager Community Development</p>	 85%	<p>The Seniors Expo in February showcased 42 local community clubs and organisations and drew over 1,800 individual visits to information stalls.</p> <p>The Seniors Festival booklet incorporated 38 events offered in partnership with local organisations. Council-run events in February and March included a visit to Old Government House, and seminars on Getting Help at Home and the Charter of Aged Care Rights. A total of 141 seniors attended Council's activities with an average rating of 97.5% satisfaction. Later activities were cancelled due to COVID-19.</p> <p>A new program of 'virtual tours and chats' has been offered during April, May and June. Booklets describing worldwide tourist spots are posted or emailed each week to 550 local seniors, in total 2,750 mail outs. Weekly Zoom chats are held to discuss the destination chosen for that week. Seniors can join from their landline, mobile device or computer. 50 seniors have participated in the chats. Feedback confirmed that the more isolated seniors love receiving the booklets but are not comfortable joining in a virtual chat.</p> <p>Seniors were notified of existing or new services available during the COVID-19 period that helped them to stay safe at home such as meal delivery, shopping help, library home services, social phone calls and support for carers. Flyers were delivered to all pharmacies and supermarkets in Ku-ring-gai listing options for delivery to the home of food, medicines and other essentials.</p> <p>On-line activities offered included balance exercises and Qi Gong, meditation and relaxation, staying safely connected on-line, and Resilience workshops on 'Coping during Covid-19'.</p> <p>Reason</p>


			<p>The planned delivery of this task was affected by COVID-19 restrictions from March to June 2020.</p> <p>Remedial Action</p> <p>The task is included in the adopted Operational Plan for 2020/21.</p>
Challenges			
<p>Seniors have been kept fully informed of the services available to help them to stay safe at home during the COVID-19 pandemic. This included delivering flyers to all pharmacies and supermarkets in Ku-ring-gai listing all of the services available to older people in Ku-ring-gai.</p> <p>The new `virtual tours and chats` program has been very well-received, particularly by those receiving the printed booklets of interesting tourist destinations.</p>			
C1.1.2.2	<p>Implement Council's Access, Disability and Inclusion Plan.</p> <p>Signoff Authority: <i>Manager Community Development</i></p>	 80%	<p>In response to the recent bushfires and floods, Ku-ring-gai and Hornsby Councils assessed community halls for accessibility to ensure that in the event of an emergency, Council could inform residents of where they could evacuate to a safe place that has equitable and dignified access.</p> <p>Emergency Planning Workshops for people with a disability were scheduled but had to be postponed due to COVID-19. Workshops were being run in conjunction with Ku-ring-gai Council's Climate Wise team, and Sydney University who developed a model to write emergency evacuation plans for people with disabilities. The objectives of the workshops were to ensure residents knew the local risks and had an adequate emergency evacuation plan that considered people with disabilities extra needs so they could evacuate safely and in a dignified manner.</p> <p>To ensure access and inclusion were considered in Councils first Play Space Strategy, an access workshop was held. The workshop aimed to get feedback on the Strategy, identify gaps and address any areas where access and inclusion could be improved. Due to the COVID-19 pandemic, many participants were unable to attend the workshop but instead provided written submissions.</p> <p>To respond to the identified needs within the community (a lack of social activities and connections for people with disability) a youth centre for people with a disability was planned to open once a month. There was a positive response from the community however due to COVID-19, the opening of the youth centre for people with a disability was postponed.</p> <p>Bannockburn Oval is used by most schools to hold their athletics carnivals however it was identified as being inaccessible to people with physical disabilities. To ensure that people with physical disabilities could access the oval in a dignified manner and participate, plans were made to move the bus stop to a more accessible location and modify the pathway to provide a continuous accessible path of travel from the bus stop, canteen and oval. However, due to COVID-19, these modifications have been put on hold.</p> <p>In response to the COVID-19 pandemic, 10 on-line Zoom resilience workshops were delivered for carers of people with disability and for seniors. The workshops were designed to support local residents' well-being whilst isolating. The workshops connected residents together on-line and taught them coping strategies to get through the pandemic and maintain their well-being.</p> <p>To support families of people with disability who were vulnerable and needed to isolate throughout COVID-19, 8 on-line Zoom music therapy sessions were held. The music therapy sessions provided the person with disability a stimulating activity and the carer's some</p>

		<p>respite, In addition, 4 Zoom percussion classes (art and music therapy combined) were held to support local residents with disability to engage in a meaningful activity when socially isolating.</p> <p>To support local families with people with disabilities Council participated at St Lucy's School Information Day and distributed material to families regarding Council's services and other programs available within the community.</p> <p>To support local service providers manage their volunteer administrative tasks, and to create a sense of community, a presentation was delivered to service providers that outlined plans for an on-line Ku-ring-gai Volunteer Hub to support a range organisations including sporting, environmental, community, hobby and service clubs.</p> <p>Reason</p> <p>The planned delivery of this task was affected by COVID-19 restrictions from March to June 2020.</p> <p>Remedial Action</p> <p>The task is included in the adopted Operational Plan for 2020/21.</p>
Challenges		
<p>Council responded to newly emerging needs within the community quickly due to the COVID-19 pandemic with many programs put on hold. Council provided meaningful on-line activities that supported the most vulnerable communities within the community.</p>		



Issue: C2: Cultural diversity and creativity



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

Term Achievement

Code	Description	Progress
C2.1.1	Ku-ring-gai's rich cultural diversity and creativity is celebrated through programs and events. <i>Signoff Authority: Director Community</i>	
Comments		
<p>Progressed however a number of scheduled service delivery programs were significantly altered from March/April 2020 in response to the COVID-19 health and safety restrictions.</p> <p>This included the cancellation of Citizenship Ceremonies and planned community events. Where possible staff adapted some events, such as the Anzac Day commemorations, to virtual programs.</p> <p>Council events continued to be promoted and development work continued for other new events programs to support the Destination Management Plan.</p> <p>Reason</p> <p>Tasks contributing to the Term Achievement's progress in 2019/20 were affected by COVID-19 restrictions.</p> <p>Remedial Action</p> <p>The tasks are included in the adopted Operational Plan for 2020/21.</p>		

Operational Plan Tasks


Code	Description	Progress	Comments
C2.1.1.1	Deliver programs and events that celebrate our diversity. <i>Signoff Authority: Manager Visitor Experience & Events</i>	 80%	<p>During the period Council delivered two Citizenship Ceremonies with 253 new citizens, Australia Day celebrations and the Lunar New Year Noodle Market which attracted over 1,000 attendees at each event.</p> <p>Anzac Day events went to a virtual format delivering a Mayor and Councillor message via social media, an Anzac Storytime for children, Council worked with schools on a Ku-ring-gai Kids Honour our Hero's campaign and promoted the Anzac Driveway Commemoration. The Anzac Storytime received over 200 views.</p> <p>Planning of the ECO Festival, St Ives Regional Playground opening and Twilight Concert for October continued however, the events are pending due to COVID-19 restrictions.</p> <p>Reason</p> <p>All citizenship ceremonies from March through to June were suspended, the Gai Marigal Festival and Council's major community event Festival on the Green were cancelled due to the COVID-19 pandemic.</p> <p>Remedial Action</p> <p>Whilst events were cancelled due to the COVID-19 pandemic, staff continue to plan for future events. This task is in Council's adopted Operational Plan 2020/21.</p>
Challenges			
Council's events program has been affected by the COVID-19 pandemic.			
C2.1.1.2	Promote cultural events to the whole community via Council's communication methods e.g. social media and website.	 91%	Council events continued to be promoted via social media, e-newsletters and Council's website with a focus on Life Online programs developed during COVID-19, storytime streaming, open for business

	Signoff Authority: <i>Manager Corporate Communications</i>		webinars, Anzac Day commemorations, virtual tours for seniors and resilience workshops via Zoom.
C2.1.1.3	Promote opportunities for cultural groups to stage events consistent with Council's sponsorship policy. Signoff Authority: <i>Manager Visitor Experience & Events</i>	 80%	Council launched a Lunar New Year event in March 2020. Following this, COVID-19 restrictions led to all events being activated virtually. Council's sponsorship program was also placed on hold due to the COVID-19 pandemic. During the period strategic development has been undertaken for a new Arts & Cultural Festival and a new Heritage Festival. Reason The COVID-19 pandemic forced events to be conducted virtually due to social distancing measures. Remedial Action Staff will continue to work with groups for event opportunities. This task is in Council's adopted Operational Plan 2020/21.
Challenges			
Council's events program was modified due to the COVID-19 pandemic.			
C2.1.1.4	Lodge a Development Application (DA) for the refurbishment of the Marian Street Theatre. Signoff Authority: <i>Director Strategy & Environment</i>	 100%	Documentation was completed and Council resolved to lodge the development application (DA) at the Ordinary Meeting of Council held 28 April 2020.
Key Achievements			
The development application (DA) was lodged 5 May 2020.			




Issue: C3: Community connectedness

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

Term Achievement

Code	Description	Progress
C3.1.1	Enhance opportunities for social interaction to foster community participation, connectedness and a sense of pride in the community and local areas. Signoff Authority: <i>Director Community</i>	
Comments		
<p>Progressed with significant changes to the planned delivery of services and programs in response to the COVID-19 public health and safety restrictions.</p> <p>Council provided approximately \$80,000 in grants to 20 community organisations to assist the provision of services and address emerging community needs as a result of COVID-19 restrictions. Support was also provided to community organisations relying on volunteers to deliver services through implementation of volunteer promotional strategies, recruitment and referral, training and reward and recognition.</p> <p>An increase to online streaming of regular library programming and online exhibitions of local artists and their works through the Art Centre, have fostered a high degree of feedback and satisfaction from the residents of Ku-ring-gai. The use of Facebook, Council website and other social media platforms has enhanced access and social interaction, especially during the closure period.</p>		


Operational Plan Tasks


Code	Description	Progress	Comments
C3.1.1.1	Resource and support local initiatives and volunteer organisations through the Ku-ring-gai Community Grants Program. Signoff Authority: <i>Director Community</i>	 100%	Completed previous reporting period.
C3.1.1.2	Coordinate the Ku-ring-gai Hornsby Volunteer Coordination Service to enhance the capacity of local organisations to deliver services to older and frail aged residents. Signoff Authority: <i>Manager Community Development</i>	 100%	Local Commonwealth Home Support Program (CHSP) organisations were able to promote their services and volunteering opportunities to participants at the Seniors Expo in February. The Expo attracted 1,800 individual visits to 42 information stalls. Practical help was given to CHSP organisations throughout the COVID-19 period, including the promotion of volunteering and referral of many new volunteers. Information regarding altered or increased services was widely distributed to local seniors as their support needs changed due to social distancing directives. Regular consultation with CHSP service providers ascertained their changing volunteering needs, and volunteer recruitment and referrals were adjusted accordingly. From January to June, over 100 volunteer enquiries were received via the website, Seek Volunteer, e-mail or phone calls. 80% of these were referred to CHSP organisations.
Key Achievements			
<p>Volunteers who contacted Council offering to help older people stay safe at home during the COVID-19 pandemic were directed to satisfactory volunteering roles in local CHSP services.</p> <p>Seniors were kept informed of the range of supports available to help them stay safe at home.</p> <p>CHSP services were helped to navigate the changing circumstances, to access extra funding, and to alter their services to better fit the needs of seniors and to comply with the Covid-19 distancing directives.</p>			
C3.1.1.3	Resource and support volunteers by providing information, training and participation opportunities and recognising their contribution to the community. Signoff Authority: <i>Manager Community Development</i>	 85%	<p>Training DVDs in 'Professional Boundaries' and 'Understanding Challenging Behaviours' were distributed to CHSP services in April. During the COVID-19 lockdown, these DVDs were used to engage new volunteers in online induction.</p> <p>Volunteer Coordinator training in 'Culturally Inclusive Service Delivery' was held via Zoom on 20 May. The 12 participants provided very positive feedback.</p> <p>On 25 May, Volunteer Coordinator training in 'Online Engagement with Your Volunteers and Stakeholders' was held via Zoom. The 24 participants found the course helpful in changing their way of thinking, making them aware of the need to shift the focus of their promotion to understanding their audience and finding a new way to engage the audience.</p> <p>An online workshop on Understanding Ageing for Meaningful Volunteer Support was held with 15 volunteers participating. Feedback from CHSP Volunteer Coordinators and their volunteers confirm that these workshops are very much in demand as volunteers seek mental assurance in supporting others in this difficult time. Older volunteers who have been discouraged from providing face-to-face volunteer services during the COVID-19 pandemic will particularly benefit.</p> <p>Appreciation events and volunteering expos planned for April and May were cancelled due to COVID-19.</p> <p>Reason</p>


			<p>The COVID-19 pandemic restrictions prevented large gatherings thus precluded holding the annual Volunteering Expo. An on-line alternative was not possible for this event.</p> <p>Closed cinemas prevented the volunteer appreciation event (free movie and supper evening) from going ahead in April.</p> <p>Funding for these events will be held over until the 2020/21 financial year.</p> <p>Remedial Action</p> <p>Face to face training and sessions were replaced with online activities with two events being cancelled due to COVID-19 restrictions. This task is in Council's adopted Operational Plan 2020/21.</p>
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Challenges

COVID-19 restrictions caused the cancellation of face-to-face training days, which were replaced by on-line training sessions for Volunteers and Volunteer Coordinators. It was not possible to hold Volunteer Appreciation and Volunteer Promotion events under the current circumstances.

C3.1.1.4	<p>Encourage and support participation in lifelong learning and community connection within broad cultural, creative and information programs.</p> <p>Signoff Authority: <i>User Experience & Service Development Coordinator</i></p>	 80%	<p>After a solid start to 2020, with term 1 classes booming and the first half of the term full of engaged students and tutors, things took a turn after COVID-19 set in and Council closed the Art Centre on 23 March. The Art Centre has used the time to make some much needed improvements to the building including painting of bathroom, kitchen and staff room areas, detailed tidying up of studios and workspaces and project managing upgrades of materials and required additions to the common areas.</p> <p>Staff worked rigorously on a program for online class options. Patrons were grateful and impressed by the offerings, however the consensus was that they value the face-to-face learning environment and didn't feel a connection or drive to the online availabilities. We then channelled the online engagement into creating online exhibitions instead. Both 'Green Dream' and 'Fur, Feathers and Small Things' were created in an online format. Feedback has been extremely positive, with many patrons learning how to access Facebook for the first time just so they could view the shows. A number of students have called to praise the quality of the online content and thank staff for keeping that connection with them whilst in lockdown. This has allowed us to see how we can reach our audiences in different and exciting ways. We also had Mayor Jennifer Anderson congratulate the team and share it to her Facebook page.</p> <p>Another highlight has been the online 'Virtual Studio Tours'. Weekly Facebook posts were created showcasing the tutors' home studios and what art they have been working on during isolation. The tutors provided a collection of images displaying their personal space and a description, in their words, on what the space means to them in this time. We have increased our Facebook followers dramatically through presentation of the online exhibitions virtual studio tours. Students, tutors and other page followers have been sharing and liking our posts and we reached 1,000 followers from 850 in only one month which is a monumental achievement.</p> <p>Ku-ring-gai Library offers many opportunities for residents and library users to participate in activities on a regular basis. The year started off well with a number of exciting and engaging programs for all ages. Gordon branch celebrated Lunar New Year on 21 January with a variety of art activities and stories</p>
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			<p>for the 26 children participants. Australia Day celebrations followed on 23 January for 18 inspired attendees, with Australian-themed stories and craft. February and March had a number of stimulating book displays at the Gordon branch, 'The International Woman's Day Display', showcasing books focusing on inspirational women and 'The Mardi Gras Display', which celebrated the Sydney LGBTQI+ Mardi Gras, with relevant collection items available to borrow were both highlights. The Mayor launched the smart tablet and the 75th Anniversary of Ku-ring-gai Council Library services on Library Lover's Day at the Gordon branch on 14 February, which was a very successful event with 70 attendees. Once Council libraries were closed in March, staff began working on innovative ideas to connect with the customers. A variety of successful online videos were a great way to keep library users in touch with Council resources. 10 pre-recorded videos were streamed on Council's YouTube channel. 493 views in total, with the highest performing being the Anzac Day storytime with 184 views and the Piggies storytime with 183 views.</p> <p>The Children's librarians have worked tirelessly on creating a number of online programs for children to enjoy. Facebook streaming statistics were very impressive: Rock n Rhyme reaching 1,370 people, an engagement of 281 and 639 views. Rock a Bye reached 1,627 people, had an engagement of 374 and 961 views and Rock N Tales reach 1,513, and had an engagement of 301 people and views of 806.</p> <p>Reason</p> <p>The planned delivery of this task was affected by COVID-19 restrictions from March to June 2020.</p> <p>Remedial Action</p> <p>The task is included in the adopted Operational Plan for 2020/21.</p>
C3.1.1.5	<p>Develop and deliver information collections, including local studies and electronic resources, that reflect cultural diversity and pride in local community.</p> <p>Signoff Authority: <i>User Experience & Service Development Coordinator</i></p>	<p> 100%</p>	<p>During the period library e-resources usage has burgeoned. Approximately 85,000 items were accessed, which included e-books, e-audio, e-magazines and e-comics, films and music streaming. This is about 36% more than the first half of this financial year, and is equivalent to the circulation statistics for 2018/2019. This towering increase could be attributed to COVID-19 restrictions closing Council libraries in late March thereby pushing our customers to try digital resources.</p> <p>More funding was diverted to e-resources to satisfy the increased demand and our specialist staff were also adopting digital technologies to stay in-touch with our community. Our Children's and Young Adult team have been streaming storytime sessions and uploading rhyme and storytime on YouTube. Virtual book clubs have also become popular and it is yet another way to increase our reach to deliver literacy programs to our younger residents.</p> <p>We have recorded 2,406 views for the live streaming and 493 for the pre-recorded videos on Council's YouTube channel during this time. The local studies team developed a Lego-challenge using local studies photographs and our branch staff have posted librarian choice style film reviews and recommendations on our website.</p> <p>The local studies team answered 85 enquiries from public, Council and heritage consultants during the reporting period, which is same level as the previous year. The online community directory had 658 users in 794 sessions during this reporting period. The local</p>

			<p>studies team took on several projects during this time - partnering with the NSW State Library to digitally transcribe Ku-ring-gai interviews recorded during 1995 as part of the 'Ku-ring-gai During the War - Ku-ring-gai Remembers' project, collecting COVID-19 media and photographs materials for posterity, as well as rehousing of archival materials, in preparation for the digitisation project.</p> <p>Although library doors were closed during the COVID-19 pandemic the many ways staff found to keep delivering resources, programs, services and help with online materials was amazing and feedback received throughout Ku-ring-gai was positive.</p>
Key Achievements			
A spike in the e-resources statistics showing an upward trend of nearly 36% compared to the previous six months and equal to 2018/2019 circulation figures. We received an overwhelming response to our digital inventiveness with Children events.			
C3.1.1.6	<p>Deliver environmental volunteering programs.</p> <p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	 80%	<p>Environmental volunteer programs were suspended between 16 March and 12 June due to COVID-19 restrictions. Casual trainers supported care sites and continued the propagation of plants without volunteers. The Garden shed produced 2,795 tubestock during March and June. There are currently 664 active environmental volunteers, working as individuals or on one of 70 group sites. While the number of new volunteers has been increasing, we have focused on consolidating group sites.</p> <p>There are over 700 native bee hives across the LGA. Council has helped over 70 residents convert their pools to ponds, 31 have registered with the pool to ponds program.</p> <p>Both community gardens are thriving with Turramurra Community Gardens celebrating its 10th Anniversary.</p> <p>Council supported 3 successful grant applications from volunteers through the Federal Government Communities Environment Program run through the Department of Agriculture, Water and the Environment.</p> <p>Reason</p> <p>The planned delivery of this task was affected by COVID-19 restrictions from March to June 2020.</p> <p>Remedial Action</p> <p>The task is included in the adopted Operational Plan for 2020/21.</p>
Challenges			
Council developed a closed Facebook page for volunteers which helps create a volunteer network, share knowledge and experiences and improve communication.			



Issue: C4: Healthier lifestyles

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

Term Achievement

Code	Description	Progress
C4.1.1	A range of cultural, recreational and leisure facilities and activities are available to encourage social interaction and stimulate everyday wellbeing. Signoff Authority: Director Community	
Comments		
<p>Progressed with significant changes to the planned delivery of services and programs in response to the COVID-19 public health and safety restrictions.</p> <p>During the first half of the reporting period a number of affordable programs were delivered, aimed at enhancing wellness, promoting healthy lifestyles and developing lifelong skills among children, young people, older people and young families. These programs aimed to encourage participation from a variety of age groups, abilities and interests within a local setting.</p> <p>From April 2020, due to COVID-19 restrictions, many of the community programs and activities provided by Council were required to stop operating. Alternative on-line delivery of programs and activities was activated, where practicable, to maintain contact with participants and comply with public health order restrictions.</p> <p>Reason Tasks contributing to the Term Achievement's progress in 2019/20 were affected by COVID-19 restrictions.</p> <p>Remedial Action The tasks are included in the adopted Operational Plan for 2020/21.</p>		

Operational Plan Tasks


Code	Description	Progress	Comments
C4.1.1.1	Healthy and active lifestyle programs and activities are delivered in collaboration with agencies and partners. Signoff Authority: Director Community	 75%	<p>The Active Ku-ring-gai program continued during January to March providing low-cost physical activities for residents of all ages and fitness levels and attracted 186 participants. Activities and sports ranged from yoga and tai chi, social tennis, outdoor fitness classes gym without walls, pilates, mums and bubs exercise sessions. The Junior Golf program ran during the January school holiday period and term 1 with 100% utilisation levels.</p> <p>The Active Ku-ring-gai program was suspended at the end of March due to COVID-19 restrictions and public health orders. It is planned to recommence with Junior Golf in the July school holidays and all other Active Ku-ring-gai program classes from the beginning of Term 3 2020.</p> <p>Reason The planned delivery of this task was affected by COVID-19 restrictions from March to June 2020.</p> <p>Remedial Action The task is included in the adopted Operational Plan for 2020/21.</p>
C4.1.1.2	Deliver and support programs and events that improve the wellbeing of the community. Signoff Authority: Manager Technical Services	 75%	<p>During the reporting period, the Ku-ring-gai Fitness and Aquatic Centre (KFAC) was closed (from 23 March 2020) due to the COVID-19 pandemic. The centre re-opened on 13 June adhering to the strict government guidelines.</p> <p>Council has continued to improve facilities at the Ku-ring-gai Fitness and Aquatic Centre and offer a range of services for all community members. Increase in golf numbers has been pleasing during the COVID-19 pandemic, with new players taking up the game.</p> <p>Reason The planned delivery of this task was affected by COVID-19 restrictions from March to June 2020.</p>

			Remedial Action The task is included in the adopted Operational Plan for 2020/21.
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Issue: C5: Community safety


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




Term Achievement


Code	Description	Progress
C5.1.1	Programs are implemented to manage risks and impacts on public safety. <i>Signoff Authority: Director Development & Regulation</i>	
Comments		
Progressed generally as scheduled with some impacts and additional workloads due to restrictions and additional health and safety requirements of COVID-19.		

Operational Plan Tasks

Code	Description	Progress	Comments
C5.1.1.1	Facilitate, resource and promote collaborative approaches to community safety that prevent anti social behaviour and support local crime prevention initiatives. <i>Signoff Authority: Director Community</i>	 91%	Youth staff have been working closely with Youth Liaison Officers (Police) to continue to engage young people positively, address anti-social behaviour and promote positive decision making and choices. Youth staff participated in the following networks that promote safety and crime prevention initiatives: Community Drug Action Team (CDAT) & Hornsby Ku-ring-gai Youth Network (HKYN). Council officers continue to work proactively with the police in relation to people sleeping rough, anti-social behaviour in public places, vandalism and graffiti. The North Shore Police Area Command and Ku-ring-gai Police Area Command Community Safety Precinct Committee meetings have been deferred due to COVID-19 pandemic and will resume again after restrictions have been eased.
C5.1.1.2	Implement the Companion Animals Plan 2017-2020. <i>Signoff Authority: Manager Compliance & Regulation</i>	 100%	The regulatory team is administering companion animal matters in accordance with the Companion Animals Management Plan, Companion Animals Act and local procedures and policies. During this reporting period the Regulatory Team prepared a Companion Animals Management Plan 2020-2025. The draft was considered by Council at the meeting of 30 June 2020 and was subsequently placed on public exhibition. For the six monthly reporting period, Ku-ring-gai Council received a total of 561 companion animal requests. The figure is 13% increase compared to the same period 2019. Council received 6 nuisance cat requests, 0 feral cat requests and 2 cat pick up requests. Council received 159 companion animal enquiry requests. The large volume of enquires were attributed to several large registration audits. Council received 16 dead companion animal requests. There were also 26 lost and found requests, 46 dog attack requests, 76 barking dog requests, 13 dog pick up requests, 63 roaming dog requests, and 20 inspect oval requests. Compared to the same period in 2019 these figures represent a 44% decrease in barking dog complaints and a 288% increase in enquiry requests which are both quite significant. COVID-19 restrictions also saw significant increase in reported dog attacks. Between March and May 2020,

			<p>dog attacks were up 57% compared to the same period in 2019. The request to inspect parks and ovals had also significantly increased compared to the previous reporting period, with an increase of 433%. With more people in lock down within their premises, barking dog complaints decreased by 39%.</p> <p>There were 739 companion animal registrations received at Council Chambers and via the NSW Pet Registry for this reporting period (up 5% from same period 2019). Registration money for this period totalled \$28,129. The overall registration rate for companion animals within the Ku-ring-gai local government area is 96%, which is up 3% compared to the same time 2019 and the 3rd highest Lifetime Registration rate in New South Wales.</p> <p>During this reporting period, the regulatory team continued the series of free companion animal talks for local residents. 'Find the right pet for your family' was one such topic discussed, which took place at Turramurra Library. 28 residents showed an expression of interest to attend the free talk. 18 residents attended on the day.</p> <p>In addition to the talks with external speakers, the 'Dog Talks at the Dog Parks' commenced during the reporting period. The talks were conducted by Council's Companion Animals Management Officer which involved her rotating through various dog parks within the local government area. The focus of the talks were to offer a variety of companion animal related information, inform of Council provided services and product give-aways. Two sessions were conducted before COVID-19 restriction were put into place.</p> <p>The regulatory team have been working on implementing the new State Government Annual Permit fees scheme for un-desexed cats and restricted and dangerous dogs. The annual fee will be required from 1 July 2020. This means that owners of cats not desexed by four months of age will be required to pay an \$80 annual permit in addition to their one-off lifetime pet registration fee. Owners of dogs of a restricted breed or declared to be dangerous will be required to pay a \$195 annual permit in addition to their one-off lifetime pet registration fee. This applies to dogs that are already registered. Cat owners who de-sex and/or register their cats before 1 July 2020 will be exempt from the permit scheme. In response to this change, Council staff sent an advisory letter to all identified pet owners, which were 624 identified cat owners and 5 identified restricted/dangerous dog owners, that will be affected by this new annual permit scheme to inform them of the legislative changes and to give the owners a chance to take action to be exempt from the scheme.</p>
C5.1.1.3	<p>Ensure all buildings and multi-occupancy residential buildings are compliant with Council's Annual Fire Safety program.</p> <p>Signoff Authority: <i>Manager Compliance & Regulation</i></p>	<p> 100%</p>	<p>Council continued to manage the fire safety program which has progressed and is on track for the period. Reminder and follow up letters continued to be sent to property owners or their representatives within Council's essential services register during the period. An additional 15 properties have been added to the register during the period, bringing the number of properties to 1,169 on Council's Essential Services register. 51 penalty infringement notices were issued for either non submission of an annual fire safety statement (AFSS), an incorrect statement or for not maintaining essential fire safety measures with a value of \$60,500 for the period. Council issued 15 fire safety orders to owners of residential/commercial</p>


			<p>properties to upgrade their fire safety systems during the period.</p> <p>Council continued to work with local building owners whom are required to upgrade their façade materials due to the flammable nature of some aluminium cladding panels.</p>
C5.1.1.4	<p>Undertake mandatory inspections of swimming pools as prescribed under legislation.</p> <p>Signoff Authority: <i>Manager Compliance & Regulation</i></p>	 100%	<p>Council continued to undertake swimming pool barrier inspections, issue certificates of compliance and non-compliance and deal with complaints pursuant to the NSW Swimming Pools Act 1992. During the period Council issued 111 Directions (Orders) to upgrade non complying swimming pool barriers to bring into compliance. Council also issued 15 penalty infringement notices valued at \$4,950 for non-compliance with the NSW Swimming Pools Act 1992. There are currently 16,175 swimming pools or SPAs registered within the Ku-ring-gai LGA on the NSW Swimming Pool register.</p>
Key Achievements			
Pools registered on the NSW swimming pools register are now identified on Councils Geographic Information System (GIS) mapping system and is updated monthly.			
C5.1.1.5	<p>Implement the Food Safety Protection program in accordance with the NSW Food Authority Agreement.</p> <p>Signoff Authority: <i>Manager Compliance & Regulation</i></p>	 90%	<p>During the period, officers attended to complaints and conducted food premises inspections in accordance with the NSW Food Authority Agreement. A total of 35 food shop inspections were completed and 43 food complaints investigated during the period. A total of 3 Improvement Notices and 1 Prohibition Orders and 9 penalties were issued during the period.</p> <p>Officers have also been conducting surveillance and distributing information to food shop operators in accordance with the advice of NSW Food Authority and NSW Health during the COVID-19 restrictions.</p> <p>Reason</p> <p>Resourcing and COVID-19 restrictions has impacted meeting the requirements of the Food Authority agreement.</p> <p>Remedial Action</p> <p>Recruiting for a resource will recommence early in the next reporting period to undertake work. This task is in Council's adopted Operational Plan 2020/21.</p>
C5.1.1.6	<p>Maintain Council's register and responsibilities for managing regulated premises.</p> <p>Signoff Authority: <i>Manager Compliance & Regulation</i></p>	 100%	<p>Council's register is up to date and is continuing to be maintained and monitored on an ongoing basis during the period with reports being submitted to NSW Health as required. Council has undertaken inspections of regulated premises that operate as skin penetration businesses during the period to ensure compliance as permitted under the COVID-19 Government inspection requirements.</p> <p>COVID-19 updates and checklists emailed to all premises contained within Councils register during the period.</p>

C5.1.1.7	Crime Prevention Through Environmental Design (CPTED) principles are incorporated into the design and construction of Councils Capital Works. Signoff Authority: <i>Director Operations</i>	 100%	Crime Prevention Through Environmental Design (CPTED) is taken into consideration on all appropriate capital works projects.
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Issue: C6: Housing choice and affordability

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

Term Achievement

Code	Description	Progress
C6.1.1	Council's planning approach to the provision of housing across Ku-ring-gai is responsive and addresses the supply, choice and affordability needs of the community and the changing population. Signoff Authority: <i>Director Strategy & Environment</i>	
Comments		
Progressed to schedule with Council's Draft Housing Strategy being adopted for exhibition and a report on the final strategy post exhibition has been prepared for Council's adoption in July 2020.		


Operational Plan Tasks

Code	Description	Progress	Comments
C6.1.1.1	Commence preparation of the Ku-ring-gai Local Housing Strategy. Signoff Authority: <i>Manager Urban Planning</i>	 100%	The draft Ku-ring-gai Housing Strategy to 2036 was placed on public exhibition for a period of 6 weeks from 26 March to 8 May 2020. A total of 253 submissions were received. The draft Strategy will be reported to the Ordinary Meeting of Council 28 July 2020 for Council to consider the submissions received during the public exhibition and adopt the strategy with preferred scenarios.
Key Achievements			
The draft Ku-ring-gai Housing Strategy has been prepared and exhibited in alignment with the North District Plan and the Local Strategic Planning Statement (LSPS) to identify and meet the diverse needs of our changing population.			
C6.1.1.2	Develop strategies and models that will assist the provision of affordable housing choices consistent with the North District Plan, as part of the preparation of a Ku-ring-gai Housing Strategy. Signoff Authority: <i>Manager Urban Planning</i>	 100%	The draft Ku-ring-gai Housing Strategy to 2036 was adopted by Council and placed on public exhibition from 26 March to 8 May 2020. This includes data and community views on affordable housing issues. Council's Local Strategic Planning Statement (LSPS) came into effect on 19 March 2020 and includes the preparation of a SEPP 70 affordable housing scheme for Ku-ring-gai as a short - medium term action. Council's Infrastructure Coordinator has commenced background research and data analysis for this.
C6.1.1.3	Investigate opportunities to provide a range of housing choices as part of the preparation of a Ku-ring-gai Housing Strategy. Signoff Authority: <i>Manager Urban Planning</i>	 100%	Council's draft Ku-ring-gai Housing Strategy to 2036 was on public exhibition from 26 March - 8 May 2020. The strategy also included a Housing Needs Study. The key issues raised during the exhibition is support for housing diversity, particularly low-medium density typologies such as townhouses, manor houses, villas, dual occupancies and granny flats. The endorsed LSPS will guide the next stages in developing a Ku-ring-gai response to the Low Rise Medium Density Housing Code.



Issue: C7: Emergency management


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

Term Achievement

Code	Description	Progress
C7.1.1	Emergency Management Plans are developed and implemented, in partnership with emergency service agencies and key stakeholders. Signoff Authority: Director Operations	
Comments		
<p>Progressed with significant additional workloads and changes to some scheduled programs in response to emergency events. Ku-ring-gai continues to be actively involved in Emergency Management for the region. During the reporting period this included significant involvement in responses to the fire, storm, flash flood and COVID-19 pandemic emergencies.</p> <p>Local Emergency Management Plans have been reviewed for the reporting period in consultation with the LEMC. Ku-ring-gai is also an active participant in the Hornsby Ku-ring-gai Bushfire Management Committee.</p>		
Key Achievements		
<ul style="list-style-type: none"> * Council's fire emergency response in November and activation of Emergency Operations Centre. * Council's storm events responses in November and February. * Council initiatives to assist the community during the emergency situations in the form of vegetation pick up, additional household and green waste collection, availability of showers and additional street sweeping. Significant positive feedback was received from the community in response to these initiatives. 		

Operational Plan Tasks

Code	Description	Progress	Comments
C7.1.1.1	Implement and report on the Emergency Management Plan (EMPLAN) in consultation with the Hornsby Ku-ring-gai Local Emergency Management Committee. Signoff Authority: Director Operations	 100%	<p>The committee has not met in the last quarter due to the COVID-19 pandemic however work continued to implement and plan for the review of the EMPLAN for Hornsby Ku-ring-gai via electronic means. A new Commander for the Ku-ring-gai Local Area Command has been appointed and a meeting has been held to inform progress and status of the Local Emergency Management Committee.</p> <p>The period from November to June has been highly impacted by a number of emergencies including fire, storm, flash flood and the pandemic. The response by Council and cooperation with emergency services and functional areas has been excellent.</p>
Key Achievements			
<ul style="list-style-type: none"> * Council's response to the November 2019 fires and activation of Emergency Operations Centre. * Council's response to the storm events in November 2019 and February 2020. * Council initiated assistance to the community in the form of vegetation pick up, additional household and green waste collection, availability of showers and additional street sweeping. These were specifically in response to emergency situations and significant positive feedback was received from the community. 			
C7.1.1.2	Implement the Hornsby Ku-ring-gai Bush Fire Risk Management Plan, in consultation with the Hornsby Ku-ring-gai Bush Fire Management Committee. Signoff Authority: Manager Infrastructure Services	 100%	<p>Council continued to implement the Bush Fire Risk Management Plan and attend the Hornsby Ku-ring-gai Bush Fire Management Committee and Fuel Management Sub Committee meetings.</p> <p>Planning commenced for the delivery of the 2020/21 hazard reduction program.</p> <p>Fire trail restoration work was completed on 3.2km of strategic fire trails in the St Ives/ St Ives Chase area (St Ives Showground trail and the Phillip to Kitchener St trail).</p> <p>A funding application was submitted to the Rural Fire Service Fire Access and Fire Trail program to upgrade the 7.7km Grosvenor to Gwydir (North</p>

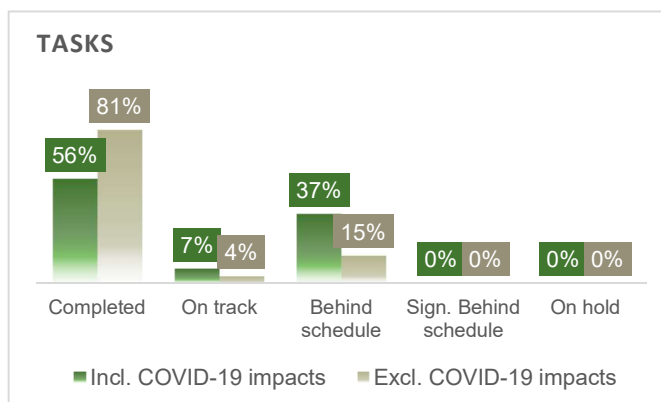
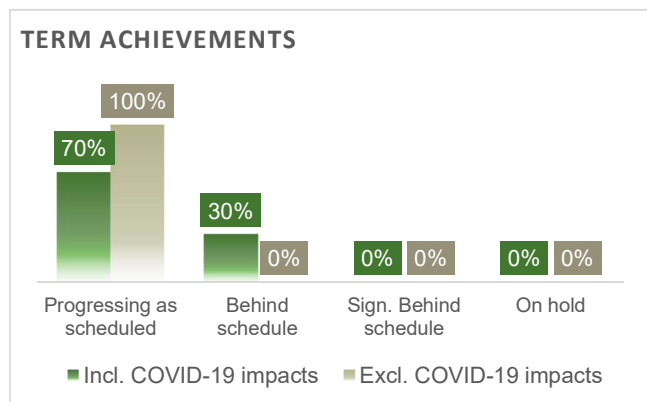
			<p>Wahroonga to North Turrumurra) fire trail to meet the 2017 Fire Trail Standards (360K).</p> <p>Work commenced and will conclude in July 2020 on the 2.4km Vale Street to St Johns Avenue, Gordon tactical trail in Blackbutt Creek catchment.</p>
Key Achievements			
<p>* Fire trail restoration work was completed on 3.2km of strategic fire trails in the St Ives/ St Ives Chase area.</p> <p>* Work commenced and will conclude in July 2020 on the 2.4km Vale Street to St Johns Avenue, Gordon tactical trail in Blackbutt Creek catchment.</p>			
C7.1.1.3	<p>Complete flood risk management studies in consultation with the Flood Risk Management Committee and investigate priority management actions.</p> <p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	<p> 100%</p>	<p>The Middle Harbour Southern Catchments Flood Study has commenced and initial community consultation was completed with additional data collection and modelling ongoing. The Middle Harbour Northern Catchments Flood Study request for quotation process was completed with a consultant appointed to commence the project in June 2020.</p>



THEME 2 NATURAL ENVIRONMENT

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

Performance summary



PERFORMANCE INDICATOR ACHIEVEMENTS (No COVID-19 impacts)

ACHIEVED 73%

NOT ACHIEVED 27%









Key achievements




- Cultural and Environmental Education Centre design consultancy awarded with the commencement of design services.
- Commencement of the fleet transition strategy to electric vehicles, with one Hyundai Ionic, and two Renault Kangoo's procured for an electric vehicle (EV) trial. A total of six EV chargers have been installed at Council's Administration building and Depot.
- Environmental community channels, resources and programs continued to be popular during the COVID-19 period as residents stayed at home and looked for online education. The focus of content has been on supporting the community through this difficult period.
- An increase in the number of sustainability accredited businesses through the Better Business Partnership which aims to improve sustainability performance.
- Workshop participants writing bushfire survival plans using the Climate Wise Communities (CWC) website increased from an estimated 20% to over 60%, indicating the value of combining Council's new demonstration Simtable with CWC during bushfire workshops.

Challenges

- Adjustments to environmental programs and resources to meet COVID-19 restrictions.

Performance indicators

Code	Description	Baseline	Yearly Target	Units	Achieved Amount	Progress Trend	Performance
N1.1.1.A	Number of residents involved in community environmental programs.	In 2016/17, 5,348 residents were involved in community environmental programs per year. (Source: Council)	5,348	Residents	10,374	Increasing	
Comment: Although, all face to face programs were cancelled due to COVID-19 restrictions, there has been a significant increase in the number of residents involved in programs. Many activities were changed or replaced by online events and material resulting in greater numbers of residents becoming involved in activities and initiatives.							
N1.1.2.A	Number of residents at a household or individual level who carried out actions to benefit the environment.	In 2016/17, 2,843 residents carried out actions to benefit the environment per year. (Source: Council)	2,843	Residents	2,465	Monitor	
Comment: Despite many face-to-face engagement events being cancelled, resident actions have marginally increased from 2018/19.							
N2.1.1.A	Number of hectares of bushland/habitat regenerated.	In 2016/17, bush regeneration works were conducted on 60 hectares of bushland. (Source: Council)	60	Hectares	60	Stable	
N3.1.1.A	Percentage of creeks tested that maintain or improve their stream health score.	In 2016/17, 100% of creeks tested maintained or improved their health score. (Source: Council)	100	%	100	Stable	
N3.1.1.B	Tonnes of rubbish diverted from our waterways.	In 2016/17, 2,295 tonnes of rubbish was diverted from waterways. (Source: Council)	2,295	Tonnes	1,306	Monitor	
Comment: The tonnes of rubbish diverted from waterways for each reporting period is variable due to rainfall levels and the volume of rubbish entering the system for collection.							
N3.1.2.A	Percentage of harvested/reused water of total irrigation demand utilised at harvested/reuse sites.	In 2016/17, 86% of harvested/reused water was utilised at harvested/ reuse sites. (Source: Council)	86	%	91	Increasing	
N4.1.1.A	Number of residents involved in climate change adaptation activities.	In 2016/17, there were 294 participants in climate change adaptation activities. (Source: Council)	294	Participants	671	Increasing	
Comment: The increase in the number of residents involved in climate change adaptation activities is due to an increase in visitation to the Climate Wise Communities website as a result of the 2019/20 bushfire season and improved engagement through use of the SIMTable (an interactive fire modelling resource).							
N4.1.1.B	Kilograms of waste generated per resident.	In 2016/17, 208.19kg of waste was generated per resident. (Source: Council)	208.19	kg/capita	206.49	Monitor	
Comment: Although waste generated per resident has increased compared to 2018/19, the indicator still meets target despite an increase in population.							


N5.1.1.A	Percentage household waste diverted from landfill.	Council's target is 60% of total household waste diverted from landfill. (Source: Council)	60	%	55.8	Decreased	
Comment: The Environmental Protection Authority, in late 2018, ceased the removal of organics from waste contents across all NSW councils due to quality standards. This reduction in further waste processing impacted Ku-ring-gai's waste recovery and diversion figures by approximately 3,000 tonne.							
N5.1.2.A	Household potable water consumption per capita.	In 2016/17, there was 79.38 kL/capita water consumption. (Source: Sydney Water)	79.38	kL/capita	73.74	Decreased	
Comment: The water consumption statistics are based on 2018/19 usage, due to the time lag in Sydney Water information being available, and based on 2018/19 ABS population figures (126,046).							
N5.1.2.B	Household electricity consumption per capita.	In 2016/17, there was 2,980kWh household energy consumption per capita. (Source: Ausgrid and RAPP2.0)	2,980	kWh/capita	2,841	Decreasing	
Comment: The electricity consumption statistics are based on Ausgrid consumption data (2018/19) and 2018/19 ABS population figures (126,046).							

Full progress report


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

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


Term Achievement

Code	Description	Progress
N1.1.1	Increased community understanding of the value of the natural environment and local environmental issues and impacts. <i>Signoff Authority: Director Strategy & Environment</i>	
Comments		
Progressing generally as scheduled with some program delivery changes in response to COVID-19. Annual increases in subscriptions to the suite of Council's Loving Living Ku-ring-gai (LLK) social media and electronic communications platforms and increases in community participation in the LLK program is facilitating improved community understanding of the value of the natural environment and local environmental issues and impacts. Through the COVID-19 lock down many of the LLK engagement programs were brought online and this has boosted the online engagement and made up for the drop off in face to face engagement.		


Operational Plan Tasks


Code	Description	Progress	Comments
N1.1.1.1	Utilise a variety of communication mechanisms and channels for different target groups to deliver environmental information. <i>Signoff Authority: Manager Environment & Sustainability</i>	 100%	Council's broad range of programs and community rebates continued to engage the Ku-ring-gai community on environmental and sustainability issues. Particularly through our use of social media and electronic platforms. Council's Loving Living Ku-ring-gai Facebook page now has 4,630 followers and in the last six months posts on this page registered a total of 491,500 impressions in the feeds of its followers and were engaged with (shared, clicked, commented) 29,850 times. The Loving Living Ku-ring-gai Twitter account has 649 followers. The Envirotube channel on YouTube now has 2,840 subscribers and the videos on the channel have registered 636,700 views. Our WildThings website recorded 5,585 unique views and Bushcare website 4,482 unique views over the past six months. Our Environment and Sustainability pages on Council's website recorded 13,469 views. We have 2,071 subscribers who receive our six monthly What's on Calendar of events and the monthly sustainability e-news now has 3,587 subscribers, who clicked on articles 1,171 times during this period.
Key Achievements			
Our various community channels continued to thrive during the COVID-19 period as residents stayed at home and looked for online education and entertainment. The focus of our content has been very much on supporting our community through this difficult period.			



Term Achievement

Code	Description	Progress
N1.1.2	Increased community action that benefits the natural environment. <i>Signoff Authority: Director Strategy & Environment</i>	
Comments		
<p>Progress was affected by changes to program delivery in response to COVID-19. Council's Loving Living Ku-ring-gai (LLK) program continued to provide valuable education and experience for Ku-ring-gai residents and lead to create positive behavioural change and increase numbers of residents taking action to improve the local environment. Actions include everything from fostering a native bee hive or Pool to Pond conversion; the installation of energy efficient pool pumps or other energy management solutions for the home, the installation of rainwater tanks and raingardens; retrofitting of sustainable building design; environmental volunteering through the Care programs and Wildthings; the use of compost bins and worm farms; attendance online or face to face at one of the whats on calendar events, or through participation and delivery of Environmental Levy small grant projects.</p> <p>Environmental education programs continued to be delivered, with an increased focus on local schools, offering support and educational material through the smart schools program.</p> <p>Reason Tasks contributing to the Term Achievement's progress in 2019/20 were affected by COVID-19 restrictions.</p> <p>Remedial Action The tasks are included in the adopted Operational Plan for 2020/21.</p>		

Operational Plan Tasks

Code	Description	Progress	Comments
N1.1.2.1	Deliver environmental resources and programs for residents. <i>Signoff Authority: Manager Environment & Sustainability</i>	 80%	<p>Council's Loving Living Ku-ring-gai events program managed to deliver a range of well-attended community engagement events despite the COVID-19 crisis. Our team started the year with in-person events including 'The Secrets of bees talk', a Crop Swap at the Turramurra Community Garden, Mindful yoga at the Wildflower Gardens and successful Clothing Swap event partnering with the Waste Services Team. These events attracted a total of 236 people. From the end of March onwards Council moved to an online program delivering presentations via Zoom webinar and Facebook Live platforms. These included a Facebook Live with the Better Business Partnership team, streaming of the OzHarvest documentary movie, a talk on the rare Hibbertia Spinantha plant and live baking workshops with a local chef, among others. These online events had a total of 587 attendees.</p> <p>Our Climate Wise Communities, severe weather preparedness program, attracted 3,113 unique views to its website during this period. It was also able to host 3 events and had 79 participants before having to stop workshops due to the COVID-19 pandemic.</p> <p>Compost Revolution saw the sale and delivery of 143 compost bins and 43 worm farms to residents. Council's Bushcare, Streetcare and Parkcare programs with their 664 volunteers, were on a break during the COVID-19 crisis, but will continue to support our work here and also with the WildThings programs moving forward.</p> <p>Despite the postponement of all events from the calendar in mid-March, our team has continued to make progress on the goals of the Corporate Sustainability Action Plan (CSAP). We have worked with the Council Waste Services Team to put a contract in place with ORG waste services who will commence organic waste collection from a small number of sites in the coming months. This will begin with sites including the Wildflower Garden, Sports & Aquatic Centre and Depot. This is a key part in</p>


			<p>delivering the Single-Use Plastic Policy and Sustainable Event Management Policy as we will be moving to 100% compostable ware at events. This will ensure that they are responsibly disposed of and do not contribute to landfill.</p> <p>We will also be providing relevant teams across Council with their own 'Sustainable Events Kit' to assist them with hosting events, meetings and catering without using single-use plastics. A total of 23 kits will be distributed and all Executive Assistants have been briefed on this upcoming change.</p> <p>A staff collection drive was also held for school uniforms in February, which were donated to local small business Sustainable Schoolwear and will be recycled into new uniforms.</p> <p>Once restrictions on events ease, we will continue to support staff and the community to implement the requirements of the policies moving forward.</p> <p>Reason</p> <p>The planned delivery of this task was affected by COVID-19 restrictions from March to June 2020.</p> <p>Remedial Action</p> <p>The task is included in the adopted Operational Plan for 2020/21.</p>
Challenges			
Our team has had to be very agile and innovative in how we dealt with hosting events during the COVID-19 crisis. From the end of March onwards we started engaging with our presenters and producing online Zoom webinar versions of our talks and workshops as listed above. This has been received very positively by the community and staff.			
N1.1.2.2	<p>Deliver environmental resources and programs for businesses.</p> <p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	 80%	<p>With the unexpected intervention of COVID-19 in late March 2020, the Better Business Partnership (BBP) Program was prevented from engaging face to face with businesses in the usual manner due to social distancing, their closure or limited operations. E-mail and telephone contact was maintained with accredited member businesses, however the focus on sustainability shifted to economically remaining in business. In response to the crisis the BBP refocused its approach to one of supporting all businesses with information, connections and practical support where possible. This included enhanced social media and digital communication with an interactive Facebook group called 'Supporting Better Business'. Facebook Live and Zoom interviews with BBP member businesses were conducted and shared widely.</p> <p>30 June 2020 marks the end of Phase 3 of the BBP program, which has been in operation since 2009 (hosted by Willoughby Council 2009-2019). The Memorandum of Understanding between the BBP Councils - Ku-ring-gai, North Sydney and Willoughby Councils - has been agreed and signed by Ku-ring-gai and Willoughby Councils, with North Sydney expected to sign shortly. Ku-ring-gai Council secured the contracted roles of BBP Program Co-ordinator and BBP Program Manager for the next 3 year period from 1 July 2020 - 30 June 2023.</p> <p>Reason</p> <p>The planned delivery of this task was affected by COVID-19 restrictions from March to June 2020.</p> <p>Remedial Action</p> <p>The task is included in the adopted Operational Plan for 2020/21.</p>
Challenges			
* 31 BBP Accredited Businesses in Ku-ring-gai 2019/2020 (as at 5 June 2020) an increase of 13 businesses during the year.			

<p>* BBP website (www.bbp.org.au) was redesigned to incorporate online assessment and a scoring report for business. The online system can be customised for different business types including home-based and purely online businesses and helps businesses take steps towards sustainability.</p> <p>* Establishment of regular sustainable business networking events throughout each partner council's LGA. The last event in Ku-ring-gai was scheduled for 31 March but was postponed indefinitely due to COVID-19.</p> <p>* Creation of the Supporting Better Business Interactive Facebook Group now has 194 members.</p>			
N1.1.2.3	<p>Deliver environmental resources and programs for schools, children and young people.</p> <p>Signoff Authority: <i>Manager Visitor Experience & Events</i></p>	 80%	<p>From March 2020 onwards, face to face delivery of programs stopped due to the COVID-19 restrictions. During this period programs were modified to be delivered digitally with Kids Wild at Home and Junior Rangers at Home.</p> <p>Reason The planned delivery of this task was affected by COVID-19 restrictions from March to June 2020.</p> <p>Remedial Action The task is included in the adopted Operational Plan for 2020/21.</p>
N1.1.2.4	<p>Develop a detailed design for a Cultural and Environmental Education Centre and secure funding for its construction.</p> <p>Signoff Authority: <i>Director Strategy & Environment</i></p>	 95%	<p>Following the tender and assessment process during the reporting period, the design consultancy has been awarded and Council's project team have commenced design works.</p>
Key Achievements			
Award of the design consultancy and commencement of design services for a Cultural and Environmental Education Centre.			




Issue: N2: Natural areas




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

Term Achievement

Code	Description	Progress
N2.1.1	<p>The condition of bushland and the conservation of native flora and fauna have improved.</p> <p>Signoff Authority: <i>Director Strategy & Environment</i></p>	
Comments		
<p>Generally progressing as scheduled with additional staff resources to be allocated to the implementation of the Ku-ring-gai Biodiversity Offsetting Code of Practice in 2020/21.</p> <p>The implementation of priority management actions from Council's Biodiversity Policy, Water Sensitive City Policy, Dumping and Encroachment in Bushland Policy, Fauna Management Policy and Bushland Reserves Plan of Management are facilitating improvements in the condition of bushland and the conservation of native flora and fauna. The development of a Natural Areas Plan Of Management has been tendered to ensure Council's bushland management continues to demonstrate best practice. Site management plans continue to be developed to guide bushland management activities and integrate Specific Objective Monitoring. Council's monitoring program continues to collect data on threatened species population and distribution.</p> <p>Extreme weather including high heat days, intense storms and smoke impacted wildlife populations across NSW.</p>		

Operational Plan Tasks


Code	Description	Progress	Comments
N2.1.1.1	<p>Implement priority actions in the Ku-ring-gai Bushland Reserves Plan of Management.</p> <p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	 100%	<p>Council continued to implement priority actions in the Ku-ring-gai Bushland Reserves Plan of Management. This included: bushfire hazard reduction works; the onground management of built assets (fire trails, walking tracks, sediment basins) and natural assets (through bush regeneration), ecological burns; creek restoration works; a fauna monitoring program and the management of recreation in natural areas. A consultant was engaged to develop a new Natural Areas Plan of Management, which will build upon and replace the Bushland Reserves Plan of Management. An application was made for a grant from the Rural Fire Service of over \$500,000 to upgrade and maintain the Grosvenor to Gwyder fire trail in 2020/21.</p>
N2.1.1.2	<p>Implement priority actions in the Biodiversity Policy and implement a biodiversity monitoring program.</p> <p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	 100%	<p>Environment and Sustainability staff continued to provide expertise across the organisation to ensure the recognition, protection and enhancement of biodiversity wherever possible across Council's capital infrastructure works, environmental assessment and approval processes and local planning instruments and Council strategies.</p> <p>Council continued to roll out the Specific Objective Monitoring across priority sites during the development of Site Management Plans and integrate monitoring into bush regeneration contracts. Council's fauna biodiversity program continues to track the population health and abundance of key species benefiting from conservation management and planning decisions and the community through community engagement aspects of the monitoring program.</p>
N2.1.1.3	<p>Implement priority actions in the Fauna Management Policy and implement the fauna monitoring program.</p> <p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	 100%	<p>Council's fauna monitoring programs have expanded and adapted over the past year, providing valuable long term data. Additional nest boxes were installed for the Eastern Pygmy-possum program, with a total of 38 nest boxes now distributed throughout Ku-ring-gai's reserves providing supplementary habitat. Bushland reserves to the north and east of the LGA remain a stronghold for the population of Eastern Pygmy-possums, with continued evidence of successful breeding events. The program has benefited from the team of volunteers involved, providing local knowledge and increasing community awareness. The annual microbat monitoring program was adapted due to COVID-19 restrictions, taking the opportunity to survey some of our more remote areas of Ku-ring-gai which has provided some interesting results. Residents will again be engaged in the 2021 monitoring event. Monthly counts and extent mapping at the Grey-headed Flying-fox camp in Gordon continued to inform management and planning, particularly in response to extreme weather events.</p>

N2.1.1.4	Review service level agreements for bushland maintenance activities and develop maintenance delivery schedules. Signoff Authority: <i>Manager Infrastructure Services</i>	 80%	Work continued this reporting period with particular emphasis being placed on the development of the bush regeneration site management plans which are now 95% completed. The resignation of a key staff member has affected the progress of this task. Reason Following the resignation of the Bushfire Technical Officer, the responsibility for this task has been shared while recruitment is undertaken. Remedial Action Recruitment of the Bushfire Technical officer has commenced and a Task has been included in the Operational Plan 2020/21 to continue this work.
N2.1.1.5	Implement site management plans for priority bushland reserves and implement a monitoring program. Signoff Authority: <i>Manager Infrastructure Services</i>	 95%	Works are nearing completion with all Geographic Information System (GIS) mapping now complete. Final document formatting is expected to be completed early in 2020/21.
N2.1.1.6	Implement the Ku-ring-gai Biodiversity Offsetting Code of Practice for Council owned or care, control and managed land. Signoff Authority: <i>Manager Environment & Sustainability</i>	 75%	Progress on implementing the Ku-ring-gai Biodiversity Offsetting Code of Practice for Council owned or care, control and managed land has been limited during the period. The environment and assessment process for Part 5 of the Act has continued to implement offsetting where appropriate to facilitate no net loss across the LGA. Reason The progress of this task has been affected by unforeseen leave taken by key staff. Remedial Action The Environment and Sustainability team are conducting a review of environmental assessment processes across the organisation in an effort to improve efficiency and outcomes and enable additional staff resources to be allocated to the delivery of the biodiversity offsetting code of practice. This task has been included in Council's adopted Operational Plan 2020/21.



Challenges

Limited staff resourcing to complete planned tasks.

Term Achievement

Code	Description	Progress
N2.1.2	Ecological protection and understanding is integrated into land use planning. Signoff Authority: <i>Director Strategy & Environment</i>	
Comments		
Progressing as scheduled. Ecological provisions are incorporated into Ku-ring-gai's Local Environmental Plan (LEP) and Development Control Plans (DCPs) as well as Council's environmental assessment processes. All developments are assessed in accordance with the ecological provisions within the LEP and DCPs. An Urban Forest Policy was adopted by Council and development of an Urban Forest Strategy and monitoring program has commenced with the collection of aerial imagery in March 2020. Council continues to collaborate with State Government and research institutions to refine conservation management across the LGA.		


Operational Plan Tasks

Code	Description	Progress	Comments
N2.1.2.1	Continually review and implement guidelines, processes and templates for environmental assessments. Signoff Authority: <i>Manager Environment & Sustainability</i>	 100%	Council continued to implement a robust environmental assessment and approval process. Council's internal assessment team meet on a monthly basis to improve processes and templates for environmental assessment. During this reporting period changes were made to the Potential Impact Assessment template to include a reference to Crown Lands Legislation. The Environment and Sustainability team has also commenced a review of neighbouring Council processes and practices to ensure that Ku-ring-gai continues to demonstrate best practice in conducting environmental assessment in a manner which encourages ecological sustainable development.
N2.1.2.2	Apply development assessment conditions to ensure new development reflects government legislation and Council's adopted Local Environment Plans and Development Control Plans with regards to riparian and biodiversity provisions. Signoff Authority: <i>Manager Development Assessment Services</i>	 100%	Development assessment conditions continued to be applied by the landscape and ecological assessment team consistent with this task.


Issue: N3: Natural waterways



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

Term Achievement


Code	Description	Progress
N3.1.1	The condition of natural waterways and riparian areas have improved. Signoff Authority: <i>Director Strategy & Environment</i>	
Comments		
Generally progressing as scheduled with some delayed activities to be completed early in 2020/21. The implementation of priority management actions from Council's Water Sensitive City Policy are facilitating improvements to the condition of natural waterways and riparian areas. An audit of Council's Gross Pollutant Traps (GPTs) was conducted across the LGA, which will lead to improved maintenance to ensure the infrastructure is functioning at optimal capacity. Work commenced on the development of a Water Sensitive City Strategy, which will guide further improvements in natural waterways and riparian areas.		

Operational Plan Tasks


Code	Description	Progress	Comments
N3.1.1.1	Participate in research programs and partnerships to advance water management. Signoff Authority: <i>Manager Environment & Sustainability</i>	 100%	Council continued to be involved in the Cooperative Research Centre (CRC) for Water Sensitive Cities and the SPLASH network (https://www.splashnsw.com.au/). In addition, this year Ku-ring-gai partnered with the Department of Planning, Industry and Environment (DPIE) and other Hawkesbury River Councils including Hornsby, Northern Beaches, The Hills Shire, Central Coast and Hawkesbury to deliver Stage 1 of the Hawkesbury-Nepean Coastal Management Program. This report will help guide further actions and research to be undertaken that will help improve the management of the Hawkesbury River System.

N3.1.1.2	<p>Implement priority actions in the Water Sensitive City Policy and Water Sensitive City Strategy.</p> <p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	 80%	<p>Priority actions identified in the Water Sensitive City Policy continued to be implemented through Council's planning processes and works program.</p> <p>Consideration and implementation of water sensitive design and sustainable water reuse continued to be implemented in Council projects where appropriate, with project or environmental levy funding.</p> <p>In addition, opportunities to implement more efficient management and utilisation of existing infrastructure were investigated and actioned. This included a membrane upgrade at the North Turrumurra Sewer Mining Plant to increase the water supply and a detailed audit of devices and update to the data management and reporting system of gross pollutant traps (GPTs).</p> <p>Complementing these measures, actions to improve water quality and flow improvements in the private domain continued to be implemented through Council's planning controls and community engagement programs such as the water smart rebates.</p> <p>Reason</p> <p>Some activities, including creek stabilisation and GPT upgrades were delayed by limited availability of staff resources. Resourcing issues were subsequently exacerbated by the impact of the major storms in November 2019 and February 2020.</p> <p>Remedial Action</p> <p>All planned projects have commenced on ground works or are currently being organised to commence before the end of June 2020. Projects will be completed as soon as possible to ensure next financial year's projects are not impacted. This task is in Council's adopted Operational Plan 2020/21.</p>
N3.1.1.3	<p>Maintain water sensitive urban design (WSUD) devices in accordance with asset management plan service levels.</p> <p>Signoff Authority: <i>Manager Waste & Cleaning Services</i></p>	 100%	<p>The cleaning of WSUD devices continued via a contractor for pit inserts, sediment basins and gross pollutant traps removing litter and silt from waterways. Street sweeping services have also continued for the scheduled removal of materials in the street gutters before they are captured by WSUD devices.</p> <p>Additional contract cleaning of car parks was undertaken to remove fallen green waste before it enters the storm water system.</p>

Term Achievement

Code	Description	Progress
N3.1.2	<p>Utilisation of water harvesting and reuse has increased at Council owned facilities.</p> <p>Signoff Authority: <i>Director Operations</i></p>	
Comments		
Progressing as scheduled. Work continued on monitoring trends and the installation of improved measuring systems to monitor water levels in tanks and potable vs non potable use.		


Operational Plan Tasks

Code	Description	Progress	Comments
N3.1.2.1	<p>Manage water harvesting and reuse sites according to Water Reuse Management Plans, maintenance programs and the Asset Management Strategy.</p> <p>Signoff Authority: <i>Manager Infrastructure Services</i></p>	 100%	All water reuse systems are fully operational and managed in accordance with management plans and maintenance programs. Potable water is very rarely used on any sporting fields and none is used in parks.


Issue: N4: Climate change

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

Term Achievement

Code	Description	Progress
N4.1.1	<p>The community is effectively informed and engaged on climate change impacts and responses.</p> <p>Signoff Authority: <i>Director Strategy & Environment</i></p>	
<p>Comments</p> <p>Progressing as scheduled. Through face-to-face workshops and the digital platform, the Climate Wise Communities (CWC) program is effectively engaging Ku-ring-gai residents and businesses on climate change impacts and responses. The adaptation of the Simtable to further strengthen the Climate Wise Communities has improved the effectiveness of the program and been recognised in the national media and by Local Government NSW (LGNSW) as a benchmark in local government communication campaigns around climate related emergency preparedness.</p> <p>A reviewed Climate Change Policy 2020 and Towards Zero Emissions 2030 Action Plan include renewed targets for Council to mitigate the impacts of climate change and also introduce a community target for zero emissions.</p> <p>Reason A task contributing to the Term Achievement's progress in 2019/20 was affected by COVID-19 restrictions.</p> <p>Remedial Action The task is included in the adopted Operational Plan for 2020/21.</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
N4.1.1.1	<p>Deliver the Climate Wise Communities program to build community resilience to the impacts of climate change and extreme weather events.</p> <p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	 85%	<p>The final report for the Increasing Resilience to Climate Changes (IRCC) grant was submitted to Local Government NSW (LGNSW). This brings the Simtable exploratory project to its conclusion. The Simtable has proved a highly successful tool for use in local government, particularly in terms of community engagement. LGNSW selected the project to showcase to other Councils and this included a good quality video that Council is now able to use to promote the Simtable and the CWC workshops to the community. Results of the project show that the number of workshop participants writing bushfire survival plans using the CWC website has jumped from an estimated 20% to over 60%. This result alone strongly demonstrates the value combining the Simtable with CWC during bushfire workshops.</p> <p>Reason The planned delivery of this task was affected by COVID-19 restrictions from March to June 2020.</p> <p>Remedial Action The task is included in the adopted Operational Plan for 2020/21.</p>
<p>Challenges</p>			



Over 60% of bushfire workshop participants have completed bushfire survival plans using the planning tools set out in the Climate Wise Communities (CWC) website.

The number of first time users to the CWC website in the 6 months prior to the Simtable was 1,200 and the number of first time users to CWC website in the 6 months post the Simtable was over 3,000.

Term Achievement

Code	Description	Progress
N4.1.2	Council's vulnerability to climate change is reduced. Signoff Authority: Director Strategy & Environment	
Comments		
<p>Progressing as scheduled with Council's Greenhouse Gas emissions exceeding its target. As of June 2020, Council has reduced Greenhouse Gas emission by 25% relative to the 2000 baseline. This sees Council exceed its target, which is to reduce Greenhouse Gas emissions by 20%, relative to the 2000 baseline. This was achieved through a number of measures including the procurement of the recent Power Purchase Agreement (PPA) to source 30% of electricity from the Moree Solar Farm; continuing implementation of energy efficiency measures for Council buildings; energy efficiency improvements of street lighting; and measures to reduce emissions from Council's fleet. Councils Climate Change Policy 2020 and Towards Zero Emissions 2030 Action Plan set new targets for Council's reduction in greenhouse gas emissions. The action plan sets a new path for Council to achieve zero emissions by 2040 or earlier.</p>		

Operational Plan Tasks


Code	Description	Progress	Comments
N4.1.2.1	Implement priority actions in the Climate Change Adaptation Strategy. Signoff Authority: Manager Environment & Sustainability	 100%	<p>Council implemented priority actions in the Climate Change Adaptation Strategy including reaching its emission reduction target.</p> <p>As of June 2020, Council has reduced Greenhouse Gas emission by 25% relative to the 2000 baseline. This sees Council exceed its 2020 target established in the Climate Policy 2015, which was to reduce Greenhouse Gas emissions by 20%, relative to the 2000 baseline. This was achieved through a number of measures including the procurement of the recent Power Purchase Agreement (PPA) to source 30% of electricity from the Moree Solar Farm; continuing implementation of energy efficiency measures for Council buildings; energy efficiency improvements of street lighting; and measures to reduce emissions from Council's fleet.</p> <p>Council considered a new draft Climate Change Policy 2020 and Towards Net Zero Emissions - 2030 Action Plan in April 2020 which was subsequently placed on public exhibition. A post exhibition report will be considered in July 2020.</p> <p>The Climate Change Policy 2020 commits Council to continue the progress made to date in reducing Council's energy consumption and GHG emissions while the Towards Zero Emissions - 2030 Action Plan provides the pathway for this to be achieved.</p>
N4.1.2.2	Review the Climate Change Policy and implement priority actions. Signoff Authority: Manager Environment & Sustainability	 100%	<p>During the reporting period the following works were undertaken:</p> <ul style="list-style-type: none"> * feasibility report for the procurement of renewable energy, fleet opportunities roadmap report and community emissions roadmap report * public exhibition was completed for the updated Climate Change Policy and Action Plan (with a final Council report to be submitted in July) * energy efficiency upgrades for lighting and heating, ventilating, and air conditioning (HVAC) were

			identified for implementation at 828 Pacific Highway, Gordon * energy efficient lighting upgrades were implemented at the Ku-ring-gai Fitness and Aquatic Centre.
Key Achievements			
Commencement of the fleet transition strategy, with one Hyundai Ionic, and two Renault Kangoo's procured for an electric vehicle (EV) trial, and the installation of three EV chargers installed at 828 Pacific Highway, Gordon and three EV chargers installed at Council's depot.			




Issue: N5: Sustainable resource management




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

Term Achievement


Code	Description	Progress
N5.1.1	The community is effectively engaged in improved waste reduction, reuse and recycling. <i>Signoff Authority: Director Operations</i>	
Comments		
Progressing generally as scheduled with some program delivery delays and changes due to storm events and COVID-19 restrictions. Waste services continued during the period but suffered some disruption due to the storms in December and January. Additional green waste collections were provided to remove storm-damaged vegetation. Waste reduction was disrupted due to COVID-19 which prevented the schools workshops and chemical collections going ahead. However, Council's web page and hard copy waste education information continued to be delivered.		

Operational Plan Tasks


Code	Description	Progress	Comments
N5.1.1.1	Deliver effective and efficient waste management services. <i>Signoff Authority: Manager Waste & Cleaning Services</i>	 100%	Waste recovery and recycling services continued this reporting period. Mobile chipping services were undertaken in May 2020. Bushfire prone land resident vouchers, which can be presented at the Suez waste management service at Belrose, were extended for the remainder of the 2020 calendar year.
N5.1.1.2	Finalise and adopt a Waste Strategy for Ku-ring-gai local government area. <i>Signoff Authority: Manager Waste & Cleaning Services</i>	 100%	Completed previous reporting period.
N5.1.1.3	Deliver community waste education programs. <i>Signoff Authority: Manager Waste & Cleaning Services</i>	 75%	Due to the COVID-19 pandemic and associated government restrictions, the chemical collection, composting workshop and schools waste education workshops were cancelled. Composting workshop attendees were sent videos on composting. Community recycling centres were promoted in recent newsletters as alternatives to chemical collection. A rescheduling of waste education workshops in schools to later in the year is anticipated. Recycling tips in newsletters covering misconceptions in recycling practices have continued during this reporting period. Reason Community waste education programs were unable to be delivered to the community due to the COVID-19 pandemic. Remedial Action

			New events have been scheduled later in the year. This task is included in Council's adopted Operational Plan 2020/21.
N5.1.1.4	<p>Deliver grant funded Waste Less Recycle More projects.</p> <p>Signoff Authority: Manager Waste & Cleaning Services</p>	 85%	<p>Projects are progressing as scheduled. 103 boxes of CD's and DVD's have been diverted from landfill this period with a total of 257 boxes for 2019/20. The multi-unit dwellings (MUDs) education program is on track with completion due in October 2020. 140 unit blocks have been engaged in one of five trial options. It is anticipated that the outcome of the trial will allow Council to provide best practice education for reducing contamination in multi-unit blocks. All other projects have been completed.</p> <p>Reason</p> <p>While the project is progressing as planned for 2020, face to face engagement with residents and body corporate groups was removed due to the COVID-19 pandemic.</p> <p>Remedial Action</p> <p>A consultant is working towards an October 2020 completion date. This task is in Council's adopted Operational Plan 2020/21.</p>
Challenges			
COVID-19 has resulted in the project being adjusted to remove any face to face contact.			
N5.1.1.5	<p>Participate in the Northern Sydney Regional Organisation of Councils (NSROC) Regional Waste Disposal Contract.</p> <p>Signoff Authority: Manager Waste & Cleaning Services</p>	 100%	Council has maintained participation in the Regional Disposal Contract during the reporting period.
N5.1.1.6	<p>Implement Regional Waste Plan Actions.</p> <p>Signoff Authority: Manager Waste & Cleaning Services</p>	 100%	Completed previous reporting period.

Term Achievement

Code	Description	Progress
N5.1.2	<p>The community is effectively engaged in energy and water conservation and efficiency programs.</p> <p>Signoff Authority: Director Strategy & Environment</p>	
Comments		
<p>Progressing generally as scheduled with some program delivery changes required in response to COVID-19. Over the period, Council's Energy Smart program has facilitated a reduction in community energy use through a rebate scheme, for energy efficient pool pumps and other home energy solutions. Council has also developed a Climate Change Policy 2020 and Zero Emissions 2030 Action plan which include community targets and will lead to the development of an accessible community inventory.</p> <p>Reason</p> <p>A task contributing to the Term Achievement's progress in 2019/20 was affected by COVID-19 restrictions.</p> <p>Remedial Action</p> <p>The task is included in the adopted Operational Plan for 2020/21.</p>		

Operational Plan Tasks

Code	Description	Progress	Comments
N5.1.2.1	<p>Implement programs to assist the community to reduce energy and water use.</p> <p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	<p> 85%</p>	<p>Council's Energy Smart program introduced new rebates which continued to prompt action by our residents. This year 141 rebates awarded, totalling \$35,465, for the installation of 32 energy efficient pool pumps, 1 window efficiency retrofit, 7 home insulation, 24 solar PV and battery systems. Matched community investment for this period was \$281,078.</p> <p>Due to current COVID-19 pandemic restrictions in place, the workshop on energy efficiency in homes was delivered as a webinar with 9 residents attending. The Greenstyle advisory service provided 8 homeowners with information on how to lower their energy bills, draught-proof their homes, prevent damp, and mould. Six of these were delivered virtually during the lock down period. Our Greenstyle garden advice service conducted 3 garden visits and 1 school visit during this period as well.</p> <p>As part of the Water Smart program, rebates were awarded, totalling \$24,158 for the installation of 38 rainwater tanks (with a total capacity of 177,670L). Matched community investment was \$144,576 for the period.</p> <p>Reason The planned delivery of this task was affected by COVID-19 restrictions from March to June 2020.</p> <p>Remedial Action The task is included in the adopted Operational Plan for 2020/21.</p>
Challenges			
<p>Despite restrictions on face to face engagement with the community, Council successfully delivered programs via webinars and online home assessments. This experience has provided us with a new channel of communication which Council can continue to use effectively after the lifting of restrictions.</p>			

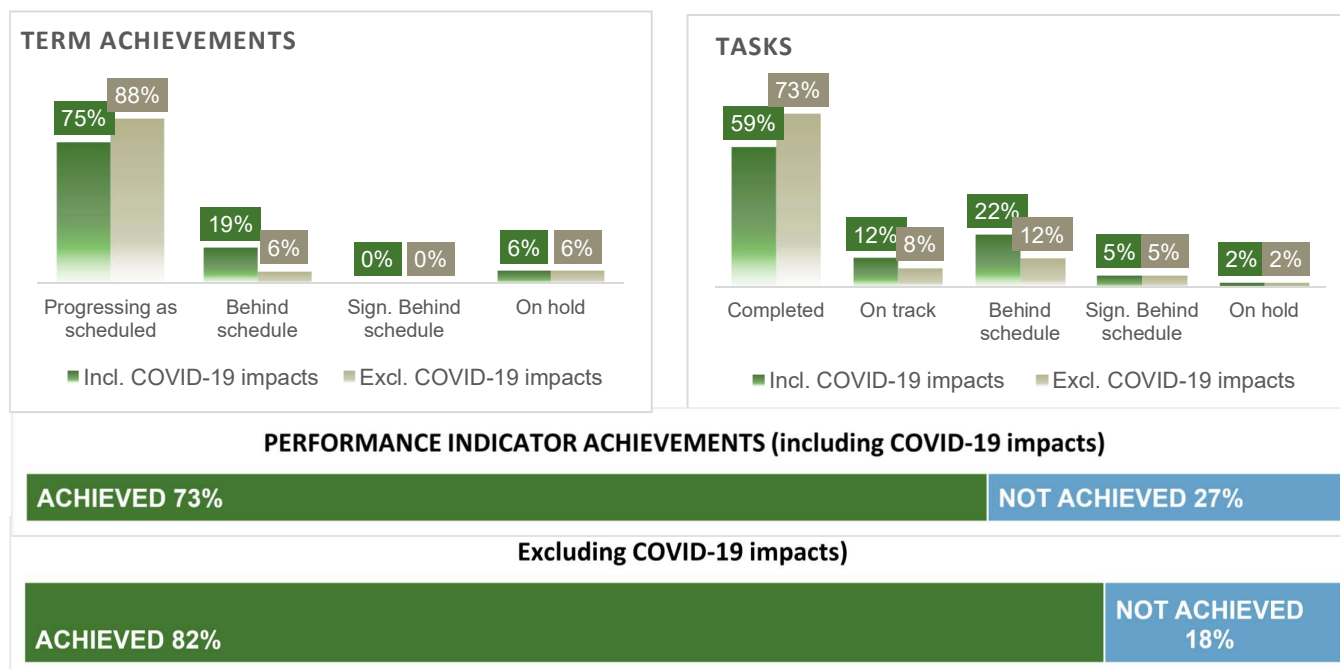


THEME 3

PLACES, SPACES AND INFRASTRUCTURE

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

Performance summary












Key achievements



- Council's Local Strategic Planning Statement, received final assurance from the Greater Sydney Commission and came into effect on 19 March 2020.
- Revitalisation of the key local centres of Gordon, Lindfield and Turramurra have progressed well across a wide range of policy and planning initiatives in collaboration with key state agencies, stakeholders and the community.
- Council adopted the planning proposal for a Consolidated Ku-ring-gai Local Environment Plan (LEP). When the LEP is made it will result in one environmental planning instrument applying for the whole of the Ku-ring-gai local government area. It will also result in the final repeal of the Ku-ring-gai Planning Scheme Ordinance which originally came into force in 1971.
- Council was awarded \$100,000 through the State Government Everyone Can Play initiative (\$50,000 each project) for the playground upgrades at Abingdon Road, Lindfield and Kissing Point Village Green, South Turramurra.
- Council was successful in receiving \$88,000 from the Crowns Land Showground Stimulus Program for a power upgrade at the St Ives Showground to support future regional events.
- Pedestrian improvements to St Johns Avenue, Werona Avenue and Wade Lane, Gordon have been finalised. Council has been given additional funding from Transport for NSW under the 'High Pedestrian Activity Areas' Program for these works.
- Opening of the Warrimoo Downhill Mountain Bike Trail.
- A 29% reduction, compared to 2018/19, of Greenhouse gas emissions from Council operations. It sees Council achieve its 2020 target of lowering emissions by 20% relative to 2000 levels. The contributing factors include: procurement of the recent Power Purchase Agreement (PPA) to source 30% of electricity from the Moree Solar Farm; continuing implementation of energy efficiency measures for Council buildings; energy efficiency improvements of street lighting; and efforts to reduce emissions from Council's fleet).

Challenges

- At Council's Ordinary Meeting of 19 May 2020, a report on the Turramurra Community Hub was considered and Council unanimously resolved (Min 96) that the planning and development of the Turramurra Community Hub is paused for a period of up to 24 months pending the outcome of Ku-ring-gai Council's comprehensive Local Environmental Plan.
- The Road, Footpath, Carparks and Drainage Capital Works Programs 2019/20 budget was reduced by \$1 million to cover budget short falls due to the COVID-19 pandemic. All program works were completed to the maximum extent with the remaining budget.
- Council staff are working across all departments to maximise bookings for meeting rooms and facilities and complete improvements to buildings to optimise leasing and hiring arrangements. However, COVID-19 has had a major impact on this.
- The COVID-19 pandemic created challenges for the Public Place Cleansing team with large increases in graffiti and illegal dumping.

Performance indicators

Code	Description	Baseline	Yearly Target	Units	Achieved Amount	Progress Trend	Performance
P1.1.1.A	Percentage of tree management requests actioned within agreed service delivery standards.	In 2016/17, 70% of the 5,000 tree management requests received were actioned within agreed service delivery standards. (Source: Council)	70	%	70	Decreased	
Comment: Due to large and destructive storms, service levels were at times slower than those agreed.							
P1.1.1.B	Number of trees planted across Ku-ring-gai to support the establishment of green corridors.	In 2018/19, 373 trees were planted across Ku-ring-gai. (Source: Council)	373	Trees	460	Increased	
P3.1.1.A	Percentage of Land and Environment Court matters that result in improved environmental outcomes.	In 2016/17, 95% of matters resulted in improved environmental outcomes. (Source: Council, Land & Environment Court)	95	%	100	Increased	
P3.1.1.B	Median processing time for development application determination times.	Annual target for net median processing times for all applications is less than 90 days. (Source: Council)	90	days	88	Increased	
P6.1.2.A	Percentage of completed playground safety audit programs.	In 2016/17, 100% of the playground safety audit program was completed within set timeframes. (Source: Council)	100	%	100	Stable	
P7.1.1.A	Potable water consumption (kL) from Council operations.	In 2016/17, potable water consumption from Council operations was 183,573kL. (Source: Council)	183,573	kL	103,000	Decreasing	
Comment: Please note this figure is a calculated estimate (based on currently available data). Full data for Mar to Jun 2020 usage is not yet available from Sydney Water.							
P7.1.1.B	Water reuse/recycling (kL) used by Council operations.	In 2016/17, Council reused/recycled 134,562kL of water from Council operations (leachate re-use, sewer mining and stormwater harvesting systems). (Source: Water Conservation Group)	134,562	kL	120,461	Monitor	
Comment: Whilst the volume of water reused/recycled decreased compared to the baseline year, the percentage of total demand across sites being met by reused/harvested water is steadily increasing from 86% in 2017/18 to 88% in 2018/19 and 91% in 2019/20.							
P7.1.1.C	Electricity consumption (MWh) of Council's fixed assets.	In 2016/17, there was 5,124 MWh electricity consumption of Council's fixed assets. (Source: Council)	5,124	MWh	4,176	Decreasing	
P7.1.1.D	Greenhouse gas emissions (tonnes CO2-e) from Council operations.	In 2016/17, there was 10,589 tonnes CO2-e greenhouse gas emissions from Council operations (electricity,	10,589	Tonnes	6,818	Decreasing	


		gas, fleet, street lighting). (Source: Council)					
<p>Comment: This is a 29% reduction relative to last year's GHG emissions and a 24% reduction relative to Council's baseline GHG emissions from 2000. It sees Council achieve its 2020 target of lowering emissions by 20% relative to 2000 levels. The contributing factors include: procurement of the recent Power Purchase Agreement (PPA) to source 30% of electricity from the Moree Solar Farm; continuing implementation of energy efficiency measures for Council buildings; energy efficiency improvements of street lighting; and efforts to reduce emissions from Council's fleet).</p>							
P7.1.2.A	Utilisation percentage of community halls and meeting rooms.	In 2016/17, there was 81% utilisation of community halls and meeting rooms. (Source: Council)	81	%	23	Review	
<p>Comment: Halls and meeting rooms closed from 23 March to 12 June 2020 due to NSW Public Health Orders. Many groups also decided voluntarily to stop operating during this period. Opportunities were taken during this period of closure to complete improvements to West Lindfield and East Lindfield Community Halls. St Ives Community Hall was utilised for a pop-up COVID-19 Clinic.</p>							
P8.1.2.A	Percentage completion of capital works programs for roads, footpaths and drains.	In 2016/17, 95% of capital works programs for roads, footpaths and drains were completed within timeframes and budgets. (Source: Council)	95	%	91	Increasing	 Not achieved due to COVID-19 restrictions
<p>Comment: The 2019/20 budget was reduced by \$1 million to cover shortfalls due to COVID-19. All programmed works were completed to the maximum extent with remaining budget, post COVID-19 reduction.</p>							

Full progress report




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






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

Term Achievement

Code	Description	Progress
P1.1.1	Strategies, plans and processes are in place to protect and enhance Ku-ring-gai's unique visual and landscape character. <i>Signoff Authority: Director Strategy & Environment</i>	
Comments		
Progressed generally as scheduled with the delayed development of an urban forest monitoring program. Implementation of the priorities and actions in the endorsed Local Strategic Planning Statement (LSPS) continued at the strategic policy level, whilst on the ground protection has continued through the development assessment processes and active tree planting and protection programs.		
Key Achievements		
Ku-ring-gai's unique visual and landscape character is being protected and enhanced through the adopted LSPS policies and plans along with Council's assessment processes.		


Operational Plan Tasks

Code	Description	Progress	Comments
P1.1.1.1	Continue to review the effectiveness of existing strategies, plans and processes across all programs. <i>Signoff Authority: Manager Urban Planning</i>	 100%	Council's Local Strategic Planning Statement (LSPS) is now in effect and includes a number of planning priorities and actions including a visual and landscape character study. Consultant's have been engaged and commenced work on the Local Character Study for Ku-ring-gai. Included in the brief is the development of planning provisions aimed at the protection of local character to be incorporated into the Local Environmental Plan (LEP) and Development Plan (DCP).
Key Achievements			
Council's Local Strategic Planning Statement (LSPS), received final assurance from the Greater Sydney Commission (GSC) and came into effect on 19 March 2020.			
P1.1.1.2	Commence preparation of a Visual and Local Character Study and Strategy for the local government area consistent with the Local Character Guidelines and the North District Plan. <i>Signoff Authority: Manager Urban Planning</i>	 100%	This study has commenced and is progressing well. An inception meeting was held with the selected consultants on 2 June 2020. The consultants were provided with all base information and the Stage 1 report was received 29 June 2020. At this stage it is planned to brief Councillors on the draft study findings in October 2020 and report the draft study to Council in November 2020. If adopted by Council public exhibition will be held in early 2021.
P1.1.1.3	Development is assessed against local government and state planning objectives and controls to protect and enhance the unique visual and landscape character of Ku-ring-gai. <i>Signoff Authority: Manager Development Assessment Services</i>	 100%	Development assessments continued to be undertaken by the landscape and ecological assessment team consistent with the task requirements and legislative provisions.

P1.1.1.4	<p>Administer and implement Council's tree preservation policies and procedures.</p> <p>Signoff Authority: <i>Manager Technical Services</i></p>	 93%	<p>A total of 354 new private tree applications were received during this period. 426 private tree applications were completed with 147 outstanding for the reporting period. Response times have improved to 4-6 weeks. A total of \$63,843 was collected in Penalty Infringement Notices to date. Request numbers received have been consistent, however a reallocation of personnel has resulted in reduced outstanding inspection numbers. Resources will continue to be allocated as required to maintain these improvements.</p> <p>A total of the 1,667 private applications received for the 2019/20 period with 1,553 completed.</p>
Key Achievements			
The high completion rate for private tree inspections during the year was an achievement considering the major storms experienced in the Ku-ring-gai area along with the COVID-19 pandemic restrictions.			
P1.1.1.5	<p>Implement the urban forest replenishment program for Ku-ring-gai including identification of funding opportunities.</p> <p>Signoff Authority: <i>Manager Technical Services</i></p>	 100%	<p>Although significant challenges were encountered with both sourcing plants and the COVID-19 pandemic restrictions, the project was completed on time and on budget.</p> <p>A total of 472 trees were planted during the reporting period as part of stage 1 and stage 2 with stage 2 now completed.</p>
P1.1.1.6	<p>Develop an Urban Forest Policy.</p> <p>Signoff Authority: <i>Manager Technical Services</i></p>	 100%	Completed previous reporting period.
P1.1.1.7	<p>Deliver programs to reduce litter and graffiti and improve the appearance of Ku-ring-gai.</p> <p>Signoff Authority: <i>Manager Waste & Cleaning Services</i></p>	 100%	<p>The graffiti team continued to respond to all complaints from staff and members of the public, responding to 371 requests during the period. The graffiti team also assisted with the high pressure cleaning of the St Ives Wildflower Garden amenities, tennis courts and the external cleaning of 818 Pacific Highway, Gordon.</p> <p>The litter team responded to over 292 requests during the period for illegal dumping as well as completing their schedule for the cleaning of litter bins, car parks, town centres and assisting other Council departments to clean the libraries and St Ives Showground sheds.</p> <p>The litter/waste team also completed 117 Easy Care Gardening pickups in the period along with 55 general small litter jobs, 46 footpath cleans and 14 bin cleaning requests.</p>
Key Achievements			
The COVID-19 pandemic created challenges for the Public Place Cleansing team with large increases in graffiti and illegal dumping.			
P1.1.1.8	<p>Develop an urban forest monitoring program.</p> <p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	 80%	<p>Council contracted Arbour Carbon to deliver high resolution canopy mapping data and analysis which will form the basis of the urban forest monitoring program. The flights were successfully completed and the data has been captured by the consultants however the final report will not be delivered until next financial year.</p> <p>The data will assist Council to develop an Urban Monitoring Program and Strategy which will assist Council in urban forest management into the future.</p> <p>Reason</p> <p>The COVID-19 pandemic impacted the ability to fly the aircraft used for data collection. This delay had</p>

			<p>ongoing impacts and pushed back the delivery of the program.</p> <p>Remedial Action</p> <p>Council continued to work closely with the consultant to ensure the delivery of the data and analysis is received early in the new financial year. This will allow Council to fully integrate the new data and analysis in the development of the Urban Forest Monitoring Program and Strategy. A task to continue with this work is included in the adopted Operational Plan 2020/21.</p>
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Term Achievement

Code	Description	Progress
P1.1.2	<p>Place making programs are being implemented for selected neighbourhood centres.</p> <p>Signoff Authority: Director Operations</p>	
Comments		
Progressed as scheduled with place making programs continuing to be implemented across neighbourhood centres.		


Operational Plan Tasks

Code	Description	Progress	Comments
P1.1.2.1	<p>Develop concept plans for neighbourhood centres to achieve place-making objectives informed by community engagement.</p> <p>Signoff Authority: Manager Technical Services</p>	<input checked="" type="checkbox"/> 100%	<p>During the reporting period:</p> <ul style="list-style-type: none"> * the upgrade of shops on Babbage Road, Roseville (between Allan Street and Rowe Street) was awarded for construction. * the upgrade to neighbourhood centre shop fronts at Fox Valley Road, Wahroonga (corner of Fox Valley Road and Comenarra Parkway) commenced with a concept developed for the first round of consultation.
P1.1.2.2	<p>Undertake a coordinated program of neighbourhood centres revitalisation.</p> <p>Signoff Authority: Manager Technical Services</p>	<input checked="" type="checkbox"/> 100%	<p>The Babbage Road, Roseville shops upgrade will commence in July 2020, following the award of the contract.</p> <p>An initial community consultation session was undertaken for the upgrade of shop fronts at Fox Valley Road with the tender for the project to be released by December 2020.</p>



Issue: P2: Managing urban change

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

Term Achievement

Code	Description	Progress
P2.1.1	Land use strategies, plans and processes are in place to effectively manage the impact of new development. Signoff Authority: Director Strategy & Environment	
Comments		
Progressed as scheduled. Council's endorsed Local Strategic Planning Statement (LSPS) is now being implemented with a range of studies and plans being commissioned to cater for required growth whilst effectively managing the impact of new development.		
Key Achievements		
Council has prepared, exhibited and endorsed the LSPS to implement the North District Plan. The LSPS sets out the planning priorities and actions to provide for change and further identify and protect the unique character of Ku-ring-gai.		


Operational Plan Tasks

Code	Description	Progress	Comments
P2.1.1.1	Prepare plans and strategies as required by the Greater Sydney Commission's North District Plan. Signoff Authority: Manager Urban Planning	 100%	The Local Strategic Planning Statement (LSPS) has received final assurance from the Greater Sydney Commission and came into effect on 19 March 2020. The draft Ku-ring-gai Local Housing Strategy to 2036 was finalised and endorsed by Council for public exhibition on 17 March 2020. It was placed on public exhibition from 26 March 2020 until 8 May 2020 Work has progressed on the Retail and Commercial Centres Strategy, with the final draft imminent.
Key Achievements			
Council adopted its first Local Strategic Planning Statement (LSPS). It came into effect when published on the NSW Planning Portal on 19 March 2020.			
P2.1.1.2	Continue to review the effectiveness of existing strategies, local environmental plans, development control plans and processes across all programs. Signoff Authority: Manager Urban Planning	 100%	The planning proposal to consolidate the Ku-ring-gai Local Environmental Plan (KLEP) 2015 and KLEP (Local Centres) 2012 was reported back to Council on 17 March 2020 following public exhibition. It was adopted by Council and is now with the Department of Planning, Industry and Environment for finalisation. Work has progressed on the consolidation of the two Development Control Plans (DCP), with a draft consolidated DCP placed on public exhibition from 4 June to 2 July 2020.
Key Achievements			
Council adopted the planning proposal for a Consolidated Ku-ring-gai LEP. When the LEP is made it will result in a single environmental planning instrument apply to the whole of the Ku-ring-gai local government area. It will also result in the final repeal of the Ku-ring-gai Planning Scheme Ordinance (KPSO) which originally came into force in 1971.			


Issue: P3: Quality urban design and development

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


Term Achievement

Code	Description	Progress
P3.1.1	A high standard of design quality and building environmental performance is achieved in new and existing development. <i>Signoff Authority: Director Strategy & Environment</i>	
Comments		
Progressed as scheduled. A high standard of design quality and building environmental performance is being achieved in new and existing developments through the promotion of design quality and sustainability via updates to the Development Control Plan, heritage planning, public domain planning, assessment of planning proposals, sustainable design monitoring and feedback to Council's development assessment team and community stakeholders.		


Operational Plan Tasks



Code	Description	Progress	Comments
P3.1.1.1	Promote Council's design quality and building sustainability standards to industry and community stakeholders. <i>Signoff Authority: Manager Urban Planning</i>	 100%	High quality design and building sustainability standards in new and existing development has been achieved through the promotion of design quality and sustainability via Council's Development Control Plans, heritage planning, public domain planning, assessment of planning proposals, sustainable design monitoring and feedback to development assessment teams and community stakeholders.

Term Achievement

Code	Description	Progress
P3.1.2	Community confidence has continued in our assessment, regulatory and environmental processes. <i>Signoff Authority: Director Development & Regulation</i>	
Comments		
Progressed generally as scheduled however regulatory compliance services were required to provide significant staff support to other council services in response to the COVID-19 health and social distancing requirements. All applications are assessed and peer reviewed against all relevant state, regional and local controls to ensure appropriate development outcomes are provided in accordance with the relevant provisions. Council continued to support the Ku-ring-gai Local Planning Panel (KLPP) and provide exceptional regulatory services and support throughout the reporting period.		

Operational Plan Tasks

Code	Description	Progress	Comments
P3.1.2.1	Development is assessed against local government and state planning objectives and controls, including building sustainability controls, to achieve quality urban design outcomes. <i>Signoff Authority: Manager Development Assessment Services</i>	 100%	All applications are assessed under relevant state and local legislative provisions including building sustainability controls resulting in quality design outcomes reflective of the relevant planning provisions that apply.

P3.1.2.2	<p>Facilitate community participation through the Ku-ring-gai Local Planning Panel (KLPP) consistent with the Code of Meeting Practice.</p> <p>Signoff Authority: <i>Manager Development Assessment Services</i></p>	 91%	<p>Community participation through the Ku-ring-gai Local Planning Panel (KLPP) has continued however more recently the process has changed due to COVID-19. The community are still able to listen and be involved in the public meeting. The process continued however via audio/ visual means via Zoom, it will continue to be improved and will include the public meeting being streamed live.</p>
Challenges			
Implementing required changes in meeting procedures and protocols to meet health requirements for COVID-19.			
P3.1.2.3	<p>Provide regulatory compliance services consistent with state and local controls which includes education of the community and their involvement in local policy reviews.</p> <p>Signoff Authority: <i>Manager Compliance & Regulation</i></p>	 100%	<p>The regulatory team continued to provide compliance services in accordance with State and local controls, however the COVID-19 pandemic has had a major impact on operational matters. Parking within the Ku-ring-gai area reduced significantly as COVID-19 restrictions were implemented. Council received 487 on-street parking complaints for the reporting period. Parking Ranger staff were allocated other tasks during this reporting period. One of those tasks was to assist Library Services to deliver library books to residents during the lockdown period. Regulatory Staff delivered over 1,146 library books to residents. Feedback from residents has been fantastic for both Library Services and Regulatory Services. The regulatory team have also assisted Open Spaces and Community in monitoring social distancing restrictions by monitoring Council's parks, ovals and walking tracks, tennis courts, netball courts, playgrounds and skate parks. Council has received 29 Public Health COVID-19 complaints. 13 complaints related to parks, ovals and tracks, 10 complaints related to basketball, netball and tennis courts, 1 complaint related to National Park walking tracks, 4 complaints related to a public place and 1 complaint relating to a Golf Course. Legislation relating to building sites was also amended during this reporting period. The amendments included building sites being able to operate outside of their consent hours, seven days a week. Whilst Council received complaints regarding building site hours, the majority of building sites complied with the amended legislation. Illegal waste dumping increased in this reporting period by more than 40% compared with the same time last year. It appears this increase could be attributed to the COVID-19 pandemic, with many people at home using their time to clear their property of unwanted goods. These are being deposited on Council's nature strips without an appropriate clean up service booking, or being placed on neighbouring clean-up collections that have been booked, making them oversized and ineligible for collection. Some waste was placed outside weeks ahead of scheduled collections, leading to complaints. The regulatory teams Waste Investigation Officer was also busy with Council's abandoned trolley campaign. The regulatory team liaised with local retailers and shopping centre management to gain voluntary compliance. The regulatory team also conducted letterbox drops in identified hotspots with information about the social and environmental impacts of abandoned trolleys. Social distancing requirements put this project on hold.</p>



Issue: P4: Revitalisation of our centres





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






Term Achievement

Code	Description	Progress
P4.1.1	Plans to revitalise local centres are being progressively implemented and achieve quality design and sustainability outcomes in collaboration with key agencies, landholders and the community. Signoff Authority: Director Strategy & Environment	
Comments		
<p>Progressed generally as scheduled with minor delays experienced in the development of Public Domain Plan and Technical Manual and the completion of a Creative Arts Facility Strategy.</p> <p>Plans to revitalise local centres are being progressively implemented to achieve quality design and sustainability outcomes in collaboration with key agencies, landholders and the community including the Local Centres Public Domain plan and technical manual upgrades, Creative Arts Facilities Strategy, open space planning for new parks and local centres transport planning.</p>		
Key Achievements		
Revitalisation of the key local centres of Gordon, Lindfield and Turrumurra have progressed well across a wide range of policy and planning initiatives in collaboration with key state agencies, stakeholders and the community.		

Operational Plan Tasks


Code	Description	Progress	Comments
P4.1.1.1	Prepare a final draft and adopt a Local Centres Public Domain Plan and Technical Manual including outdoor dining and activities. Signoff Authority: Manager Urban Planning	 80%	<p>The preparation of the Public Domain Plan (PDP) and Technical Manual is well advanced however will be reported to Council during 2020/21.</p> <p>Reason</p> <p>The timing for reporting the Public Domain Plan has been reconsidered in relation to implementation of the Ku-ring-gai Housing Strategy to 2036.</p> <p>Remedial Action</p> <p>The Public Domain Plan (PDP) and Technical Manual will be reported to Council in October 2020. A task to continue this work is included in the adopted Operational Plan 2020/21.</p>
P4.1.1.2	Commence preparation of Public Domain Masterplans for Turrumurra, Lindfield and Gordon local centres and concept plans for key precincts. Signoff Authority: Manager Urban Planning	 100%	Public Domain Structure Plans have been prepared for Gordon, Lindfield and Turrumurra as part of Council's Local Strategic Planning Statement. Draft master plans for Turrumurra and Lindfield have been completed and will be reported to Council in October 2020.

P4.1.1.3	<p>Actively engage with residents, key agencies, landholders, businesses and other stakeholders to assist with the delivery of the Activate Ku-ring-gai Program.</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	 100%	<p>During the reporting period Council held workshops with representatives in relation to the Housing Strategy. Housing scenarios were prepared for these workshops that gave participants the opportunity to guide future planning through selection of a preferred strategy.</p> <p>Extensive consultation has been undertaken with Transport for NSW (TfNSW) with regards to public domain improvements in Gordon, Lindfield and Turramurra.</p> <p>Recent engagements included discussions with business operators on Wade Lane and Werona Avenue, Gordon to discuss proposed streetscape upgrades.</p>
P4.1.1.4	<p>Complete a Creative Arts Facility Strategy to guide the delivery of creative arts and cultural facilities across the local government area.</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	 75%	<p>Consultants were engaged in May 2020 to prepare a Creative Arts Strategy and to date have completed cultural mapping and a needs analysis.</p> <p>Reason</p> <p>Research and analysis to date suggests that further community engagement is required to define the demand for cultural facilities and to establish a cultural priorities framework. This work will extend the project program approximately two months and increase the project budget.</p> <p>Remedial Action</p> <p>Staff are currently seeking a fee proposal from consultants for a variation to the project to incorporate community engagement noting COVID-19 restrictions on social distancing. A task to undertake this work is included in the adopted Operational Plan 2020/21.</p>
P4.1.1.5	<p>Identify locations for new parks in priority areas identified in Council's adopted Open Space Acquisition Strategy.</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	 100%	<p>Council has successfully identified and endorsed locations for new parks in priority areas identified in Council's adopted Open Space Acquisition Strategy in Pymble, Roseville and Gordon Local Centres.</p> <p>Council's property officers are now in the process of contacting land owners.</p>
P4.1.1.6	<p>Commence preparation of strategies and plans for Gordon Local Centre and surrounds.</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	 100%	<p>During the reporting period Council actively worked with Transport for NSW (TfNSW) to finalise improvements to St Johns Avenue, Werona Avenue and Wade Lane, Gordon. Council has been given additional funding from TfNSW under the 'High Pedestrian Activity Areas' Program for these works.</p> <p>A Built Form Study and feasibility analysis has been prepared for Gordon by urban design consultants.</p> <p>Housing Capacity studies and housing scenarios have been produced for Gordon to inform the preparation of Council's draft Housing Strategy.</p> <p>Open space planning has been undertaken for Gordon to explore potential locations for a new park. Councillors were briefed on the study in March 2020 and the options were reported to Council in April 2020 (as a confidential report).</p> <p>A draft Gordon Structure Plan was prepared and Council was briefed on this on 17 June 2020. The final Structure Plan will be reported to Council in July 2020.</p>


P4.1.1.7	<p>Finalise strategies and plans for Turrumurra Local Centre and surrounds.</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	 100%	<p>During the reporting period Council actively worked with Transport for NSW (TfNSW) to review proposed improvements to the Pacific Highway and the bus interchange.</p> <p>A Built Form Study and feasibility analysis has been completed for Turrumurra.</p> <p>Housing Capacity studies and housing scenarios have been produced for Turrumurra to inform the preparation of Council's draft Housing Strategy.</p> <p>A draft Turrumurra Structure Plan was prepared and Council was briefed on this on 17 June 2020. The final Structure Plan will be reported to Council in July 2020.</p>
P4.1.1.8	<p>Finalise strategies and plans for Lindfield Local Centre and surrounds.</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	 100%	<p>During the reporting period Council actively worked with Transport for NSW (TfNSW) to review proposed improvements to Lindfield Avenue which will include a new dedicated cycleway and wider pedestrian footpaths.</p> <p>A Built Form Study and feasibility analysis has been completed for Lindfield. Work is now progressing on a public domain master plan for the whole of Lindfield Local Centre.</p> <p>Housing Capacity studies and housing scenarios have been produced for Lindfield to inform the preparation of Council's draft Housing Strategy.</p> <p>A draft Lindfield Structure Plan was prepared and Council was briefed on this on 17 June 2020. The final Structure Plan will be reported to Council in July 2020.</p>
P4.1.1.9	<p>Monitor, review and guide the Major Project proposals to ensure they deliver quality community outcomes and design excellence.</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	 100%	<p>The planning proposal for the Lindfield Village Hub has undergone assessment from an external planner and independent urban designer as well as specialist internal staff. The planning proposal was reported to the Ku-ring-gai Local Planning Panel for advice on 6 April 2020. It was adopted by Council for submission. The LSPS, which was formally adopted by Council, came into effect on 19 March 2020. The LSPS includes up to date planning principles and a structure plan based on Council policies, previous studies and consultation. It also includes a number of actions for the revitalisation of Ku-ring-gai's local centres.</p>
P4.1.1.10	<p>Gain development consent and continue to facilitate disposal of the Lindfield Library site.</p> <p>Signoff Authority: <i>Director Strategy & Environment</i></p>	 90%	<p>The assessment of the development application (DA) is ongoing with conclusion of amendments requested by the assessment team now considered to be complete.</p> <p>Reason</p> <p>The assessment of the development application (DA) is ongoing.</p> <p>Remedial Action</p> <p>Consideration of the DA by the Sydney North Planning Panel is imminent but the meeting date is unknown at this time. A task to continue this work is included in Council's adopted Operational Plan 2020/21.</p>
P4.1.1.11	<p>Develop an integrated approach to people and vehicle movement for the primary local centres in collaboration with Transport for NSW.</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	 100%	<p>The development of the Turrumurra Public Domain Plan continued during the period, with the preparation of a draft concept plan for the Turrumurra local centre. The concept plan integrates people and vehicle movement, and in particular, aspects of proposed improvements to the bus interchange and key cycling links to the commercial core.</p> <p>A concept plan has also been prepared for the Lindfield Avenue Streetscape project. An initial meeting was held with Transport for NSW in early</p>

			March 2020, to discuss how the concept plan relates to people and vehicle movement. This included adjustments to bus stops, overall people movement/access to the railway station, pedestrian connections across Lindfield Avenue and provision for cyclists at the new traffic signals at the intersection of Lindfield Avenue and Tryon Road. The Lindfield Avenue Streetscape project is being incorporated into the wider Lindfield Public Domain Plan, which also seeks to integrate people and vehicle movement across the Lindfield local centre and in particular access to key transport, retail, community/cultural and recreational facilities.
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Term Achievement

Code	Description	Progress
P4.1.2	Commence construction of Lindfield Village Green. <i>Signoff Authority: Director Operations</i>	
Comments		
Progressed as scheduled with the selected contractor commencing construction at the Lindfield Village Green site.		


Operational Plan Tasks

Code	Description	Progress	Comments
P4.1.2.1	Select a contractor and commence construction of Lindfield Village Green. <i>Signoff Authority: Director Operations</i>	 100%	During the reporting period the contractor commenced and construction is progressing according to the project schedule.

Term Achievement

Code	Description	Progress
P4.1.3	Secure a development partner for Lindfield Village Hub. <i>Signoff Authority: Group Lead Major Projects</i>	
Comments		
Progressed with a Council resolution on June 30 2020 to enter into negotiations with possible providers and a report to be presented back to Council in October.		

Operational Plan Tasks

Code	Description	Progress	Comments
P4.1.3.1	Progress and award tender for the Lindfield Village Hub. <i>Signoff Authority: Group Lead Major Projects</i>	 95%	The tender closed on 3 April 2020 with two submissions received. The Tender Evaluation Committee determined that all submitted tenders were non-conforming tenders. On 30 June 2020, Council resolved to decline to accept any tenders and resolved to enter into negotiations with any possible providers and report back to Council by October 2020.

Term Achievement

Code	Description	Progress
P4.1.4	Secure a development partner for Turramurra Community Hub. <i>Signoff Authority: General Manager</i>	
Comments		
<p>This term achievement has been placed on hold by Council resolution.</p> <p>At Council's Ordinary Meeting of 19 May 2020, a report on the Turramurra Community Hub was considered and Council unanimously resolved (Min 96):</p> <p>A. That the planning and development of the Turramurra Community Hub be paused for a period of up to 24 months pending the outcome of Ku-ring-gai Council's comprehensive Local Environmental Plan.</p> <p>B. That Council informs the Community of the project's status.</p> <p>Reason</p> <p>In 2018 the NSW Government announced that all NSW Councils were required to review their Local Environmental Plans (LEP) to give effect to the new Regional and District Plans. The outcomes of this review for Ku-ring-gai could impact the built form, feasibility and business planning assumptions for Hub.</p> <p>Remedial Action</p> <p>Work on the project can recommence once the Local Environmental Plan review is complete, currently anticipated to be in 2021.</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
P4.1.4.1	Examine planning options within feasibility parameters for the Turramurra Community Hub. <i>Signoff Authority: Group Lead Major Projects</i>	 0%	<p>This task has been placed on hold by Council resolution.</p> <p>At the Ordinary Meeting of Council held 19 May 2020, a report on the Turramurra Community Hub was considered and Council unanimously resolved (min 96):</p> <p>A. That the planning and development of the Turramurra Community Hub be paused for a period of up to 24 months pending the outcome of Ku-ring-gai Council's comprehensive Local Environmental Plan.</p> <p>B. That Council informs the Community of the project's status.</p> <p>Reason</p> <p>In 2018 the NSW Government announced that all NSW Councils were required to review their Local Environmental Plans (LEP) to give effect to the new Regional and District Plans. The outcomes of this review for Ku-ring-gai could impact the built form, feasibility and business planning assumptions for Hub.</p> <p>Remedial Action</p> <p>Work on the project can recommence once the Local Environmental Plan review is completed, As this is currently anticipated to be in 2021, this Task has been included in the adopted Operational Plan 2020/21.</p>




Issue: P5: Heritage that is protected and responsibly managed





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

Term Achievement

Code	Description	Progress
P5.1.1	Strategies, plans and processes are in place to effectively protect and preserve Ku-ring-gai's heritage assets. Signoff Authority: Director Strategy & Environment	
Comments		
<p>Progressed generally as scheduled with the exception of delays to the heritage review due to resourcing issues, and cancellation of the Gai Marigal Festival due to the COVID-19 restrictions.</p> <p>Strategies, plans and processes are in place to effectively protect and preserve Ku-ring-gai's heritage assets including the Heritage Home Grants, preparation of a draft Heritage Strategy, heritage policies and controls applied at the development application (DA) stage and undertaking heritage works at Tulkiyan and Pymble Presbytery. Council is also actively working with the Aboriginal Heritage Office with a three (3) year Memorandum of Understanding (MoU) to work together. The Heritage Home Grants program continued to support conservation works and the development of the Heritage Strategy will further ensure heritage is protected, promoted and responsibly managed in Ku-ring-gai.</p>		

Operational Plan Tasks


Code	Description	Progress	Comments
P5.1.1.1	Implement, monitor and review Ku-ring-gai's heritage planning controls including the development of a heritage strategy. Signoff Authority: Manager Urban Planning	 60%	<p>A heritage review and input into Councils LSPS has continued but only initial research and policy work has gone into the development of a heritage strategy during the period.</p> <p>Reason</p> <p>Staff and resourcing issues has affected the progress of this task.</p> <p>Remedial Action</p> <p>The recruitment process has been completed with staff engaged. A task to continue this work is included in the adopted Operational Plan 2020/21.</p>
Challenges			
Managing competing priorities and staff resourcing.			
P5.1.1.2	Protect and effectively manage Ku-ring-gai's Aboriginal heritage assets in conjunction with the Aboriginal Heritage Office. Signoff Authority: Manager Environment & Sustainability	 100%	<p>Ku-ring-gai Council entered into a new three (3) year Memorandum of Understanding with the Aboriginal Heritage Office (AHO) and continued to work collaboratively with the AHO on the identification, protection and management of Ku-ring-gai's Aboriginal heritage assets.</p> <p>The AHO were also engaged on a series of projects to conduct field inspections and provide advice. This included drafting the content of an interpretive sign related to local aboriginal heritage.</p>
P5.1.1.3	Promote local heritage in consultation with key stakeholders. Signoff Authority: Manager Urban Planning	 100%	<p>The 2020 round of heritage home grants was promoted and exhibited until May 2020. A large number of home grant applications were received and will be assessed for review by the Heritage Reference Committee meeting in July 2020. A series of information sheets have been prepared for display on Council's website.</p>

P5.1.1.4	Heritage is protected and conserved through the development assessment process consistent with Council's adopted Local Environmental Plans and Development Control Plans and State heritage controls. Signoff Authority: <i>Manager Development Assessment Services</i>	 100%	Applications that involve heritage items and/or buildings and sites within heritage conservation areas continued to be assessed against relevant state, regional and local controls to protect their integrity and importance.
P5.1.1.5	Complete the heritage conservation refurbishment for Tulkiyan House that preserves the heritage structure and internal fabric. Signoff Authority: <i>Director Operations</i>	 95%	All refurbishment works were completed at Tulkiyan House other than the painting which is due for completion in the first quarter of 2020/21.
P5.1.1.6	Cultural and heritage assets in open space areas are protected, preserved, restored and maintained. Signoff Authority: <i>Manager Technical Services</i>	 100%	Refurbishment works continued during the period at Tulkiyan House and will be finalised during 2020/21. A budget bid has been generated to undertake major restoration work at the Pymble Presbytery site, next to the Pymble Town Hall on the Pacific Highway.
P5.1.1.7	Deliver Aboriginal cultural activities at the St Ives Precinct. Signoff Authority: <i>Manager Visitor Experience & Events</i>	 80%	The Gai Marigal Festival was cancelled during the period due to the COVID-19 pandemic. Council used this time to purchase new educational resources (including indigenous resources) and reviewed our nature playspace. The future nature playspace will include a bush foods section to assist with educational programs. We are also planning an indigenous mural project at the Education Centre, which will be used for future education. Staff are planning to host indigenous vacation care activities in July School Holidays (pending COVID-19 restrictions). Reason The planned delivery of this task was affected by COVID-19 restrictions from March to June 2020. Remedial Action The task is included in the adopted Operational Plan for 2020/21.
Challenges			
Whilst Council has expanded the collection of indigenous learning resources the COVID-19 government restrictions saw all face to face programming cease.			



Issue: P6: Enhancing recreation, sporting and leisure facilities




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




Term Achievement




Code	Description	Progress
P6.1.1	A program is being implemented to improve existing recreation, sporting and leisure facilities and facilitate the establishment of new facilities. Signoff Authority: Director Operations	
Comments		
<p>Progressed generally as scheduled with some delays experienced across program areas.</p> <p>The improvement of existing sporting and leisure facilities including the establishment of new facilities is progressing well. This work includes the delivery of the Capital Works Program, District Park Masterplanning, accessible and inclusive playground designs for future works, commencement of the Regional Playground at St Ives Showground, an amenities improvement program and the progression of an agreement with the Department of Education with regard to facility development and management.</p> <p>In addition, Council's maintenance programs for Parks, Sportsfields and Playgrounds continues to be undertaken to agreed service levels.</p> <p>Reason</p> <p>Progress has been delayed across Council's Capital Works Program, masterplanning of projects and construction, the reviewing and updating of Plans of Management and approval of the sports facility at the St Ives High School.</p> <p>Remedial Action</p> <p>The delayed programs will continue with work being progressed across these areas during 2020/21.</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
P6.1.1.1	Deliver Council's adopted Open Space Capital Works Program. Signoff Authority: Director Operations	 80%	<p>Council continued to deliver the adopted Open Space Capital Works Program during the period. Some construction delays were experienced however will be completed during 2020/21.</p> <p>Reason</p> <p>Vacant positions in the design team caused delays in projects being handed over to the project delivery team. Further, the change in July 2019 from fortnightly to monthly Council meetings has created challenges for project timelines in reporting on and awarding of tenders.</p> <p>Remedial Action</p> <p>Vacant positions have now been filled allowing realistic project timelines to be developed including consideration of the Council meeting timetable. A task to continue this work is included in the adopted Operational Plan 2020/21.</p>
P6.1.1.2	District park landscape masterplans are prepared to inform the forward Open Space Capital Works Program. Signoff Authority: Manager Urban Planning	 70%	<p>The North Pymble Park (Bannockburn Oval) Landscape Masterplan has been assessed by the Environment and Sustainability team which concluded that the site is highly constrained by ecological values including the presence of Blue Gum High Forest Critically Endangered Ecological Community (BGHF CEEC) which surrounds and adjoins the site. All upgrade works which expand the foot print of the site will have irreversible impacts on the BGHF CEEC, and as such should be avoided. The proposal to expand the Oval and include a 400m grass track is considered beyond the sites capacity and likely to</p>


			<p>cause significant and irreversible impacts to the onsite and adjacent biodiversity values.</p> <p>The Environment and Sustainability team recommend that the Masterplan and proposed upgrade works be amended to only include improvements within the existing footprint of the sportsfield and ancillary infrastructure in order to avoid and minimise impacts.</p> <p>The completion of Masterplan works and public exhibition process for North Pymble Park will need to be scheduled with the relevant staff.</p> <p>The implementation of the Hassell Park Landscape Masterplan scheduled for 2019/2020 is yet to commence. This work will be scheduled for 2020/2021.</p> <p>Reason</p> <p>Existing commitments and availability of staff has affected the progress of this task.</p> <p>Remedial Action</p> <p>Both the Hassell Park Landscape Masterplan and North Pymble Park Landscape Masterplan will need to be scheduled and work flowed to the relevant staff for completion in 2020/2021. A task to continue this work is in the adopted Operational Plan 2020/21.</p>
P6.1.1.3	<p>Complete the design of identified parks incorporating accessibility and inclusive passive recreation facilities.</p> <p>Signoff Authority: <i>Manager Technical Services</i></p>	<p> 100%</p>	<p>During the reporting period, the inclusive playground upgrade design at Abingdon Road, Lindfield was finalised with the tender considered by Council at the Ordinary Meeting of 30 June 2020. At this meeting Council awarded the contract to GJS landscape with works due to commence in August 2020.</p> <p>In addition, the district playground upgrade design for Kissing Point Village Green, South Turramurra was finalised and handed to project delivery staff for tender preparations. Pending tender selections, works will commence September/ October 2020.</p> <p>Community consultation was undertaken for next financial year playground upgrades for Na-rang Reserve, Gordon; Dukes Green, East Lindfield and Orange Green, North Turramurra.</p>
Key Achievements			
Council was awarded \$100,000 through the State Government Everyone Can Play initiative (\$50,000 each project) for the playground upgrade at Abingdon Road, Lindfield and district playground upgrade design for Kissing Point Village Green, South Turramurra.			
P6.1.1.4	<p>Construct parks which incorporate accessible and inclusive passive recreation facilities.</p> <p>Signoff Authority: <i>Manager Technical Services</i></p>	<p> 100%</p>	<p>The St Ives Showground regional playground is nearly completed with a practical completion forecasted for October/ November 2020.</p> <p>The contract was awarded in June 2020 for the inclusive playground upgrade at Abingdon Road, Lindfield.</p> <p>The playground upgrade at Gordon Recreation was completed during the period and was opened in May 2020.</p>
P6.1.1.5	<p>Complete construction of a Regional Inclusive Playground at St Ives Showground.</p> <p>Signoff Authority: <i>Manager Technical Services</i></p>	<p> 75%</p>	<p>The St Ives Showground playground equipment is generally constructed with the toilet block fit out approaching completion. Construction is due to be completed in October/November 2020.</p> <p>Reason</p> <p>Progress of this task was delayed due to staff turnover with engaged consultants and design modifications for the project.</p> <p>Remedial Action</p>

			Consultant control has been updated with works expected to be completed in the new financial year.
P6.1.1.6	<p>Implement improvements to carparking at Wahroonga Park and St Ives Showgrounds.</p> <p>Signoff Authority: Manager Technical Services</p>	 65%	<p>During the reporting period improvements to car parking at the St Ives Showground were put on hold whilst staff from Strategy and Environment revisited the masterplan for the area. Carpark improvements at Wahroonga Park were reviewed during the period, however, no progress was made due to potential funding re-allocations of projects in response to the COVID -19 pandemic.</p> <p>Reason</p> <p>The progress of this task has been delayed due to a further review of the St Ives Showground masterplan and potential funding re-allocation for projects.</p> <p>Remedial Action</p> <p>Whilst delays were experienced it is anticipated that improvements to carparking at Wahroonga Park will be completed during the 2020/21 financial year and work will continue on the St Ives Showground area masterplan. A task to continue this work is included in the adopted Operational Plan 2020/21.</p>
P6.1.1.7	<p>Implement an amenities improvement program to recreational and sporting fields that are compliant with the relevant code.</p> <p>Signoff Authority: Manager Technical Services</p>	 100%	<p>Work continued this period to create a standard criteria of requirements for all Council sporting fields that meet all current codes.</p> <p>Improvements in lighting, irrigation and drainage will be implemented in future upgrades.</p> <p>An upgrade of irrigation controls at the North Turramurra Recreation Area was undertaken during the 2019/20 financial year.</p> <p>Council adopted a Playground Strategy in May 2020.</p>
P6.1.1.8	<p>Progressively review and update Community Plans of Management.</p> <p>Signoff Authority: Manager Urban Planning</p>	 75%	<p>The report at the Ordinary Meeting of Council on 28 April 2020 provided approval to place the draft Sports Facilities Plan of Management (PoM) on public exhibition. Council is required to gain approval from Crown Lands prior to public consultation and this is currently under review. Council will also be required to conduct a public hearing following Crown Lands consent. Following the advice from Crown Lands and comments received via the community, Council will review and make necessary changes before finalising the PoM and providing a further report to Council.</p> <p>The brief for the St Ives Showground and Precincts PoM was issued in April 2020. Otium Planning Group were the preferred consultant and inception meetings will commence with departments and relevant staff to commence the review.</p> <p>The Parks PoM will follow the St Ives Showground and Precincts PoM.</p> <p>Reason</p> <p>Finalisation of the draft for the Sports PoM took longer than expected due to the categorisation and purpose of particular parcels of land and the correct mapping.</p> <p>As the plan is influenced by all departments across Council, it was important to consistently engage with relevant staff for review and further feedback.</p> <p>Remedial Action</p> <p>Lessons learnt from the Sports Facilities PoM can be implemented into the St Ives Showground and Precinct Lands PoM to improve efficiency. A task to continue this work is included in the adopted Operational Plan 2020/21.</p>


P6.1.1.9	<p>Maintain existing recreation and sporting facilities in accordance with the Asset Management Strategy and maintenance plans.</p> <p>Signoff Authority: <i>Manager Infrastructure Services</i></p>	 100%	<p>Sporting and recreational facilities are being maintained according to plans. Maintenance plans are reviewed by teams annually with changes discussed with team members. Every site the teams visit is on a maintenance schedule.</p>
P6.1.1.10	<p>Implement priority actions from the Recreation in Natural Areas Strategy.</p> <p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	 95%	<p>Council is in the early stages of implementing priority actions from the Recreation in Natural Areas Strategy. The Warrimoo Downhill Mountain Bike Trail was opened with directional and interpretive signage developed for installation in the next few months. Due to COVID-19 requirements, development of the community volunteer group and advisory group has been progressed slowly, though draft terms of reference have been created. A number of illegal bike tracks in bushland have been closed and work on Council's website regarding recreation in natural areas is ongoing.</p>
Key Achievements			
Opening of the Warrimoo Downhill Mountain Bike Trail.			
P6.1.1.11	<p>Approve a Heads of Agreement with the Department of Education confirming key elements of the proposal to construct and jointly use an indoor sports facility at St Ives High School prior to committing to a Development Application.</p> <p>Signoff Authority: <i>Director Strategy & Environment</i></p>	 75%	<p>Council considered this matter in February of this year. Resolution B from the Ordinary Meeting of Council held 18 February 2020 states:</p> <p>'That Council does not enter into a binding commitment for construction of the St Ives High School project until development consent is achieved and legal agreements (funding deed and lease) between Council and relevant parties have been finalised'.</p> <p>Council's Major Project Steering Committee (MPSC) have reviewed the Heads of Agreement (HoA) supplied by the Department of Education (DoE). A marked-up version has been returned to the DoE for their review prior to this matter being considered by Council.</p> <p>Reason</p> <p>Further amendments and legal advice has extended the time period in order to complete the HoA.</p> <p>Remedial Action</p> <p>Council staff engaged the architects that received development consent for Stage 1 on behalf of Schools Infrastructure NSW (SINSW). The design team have commenced documentation of a Development Application (DA) for Stage 2 being, Council's two (2) indoor basketball courts with associated ancillary rooms including a café, and car parking. A task to continue this work is in the adopted Operational Plan 2020/21.</p>


P6.1.1.12	Investigate the creation of a Green Grid Strategy for Ku-ring-gai. Signoff Authority: <i>Manager Urban Planning</i>	 100%	An internal working party has been established to investigate the creation of a Green Grid Strategy, the working party has met a number of times to discuss the scope of the project and has completed a draft project brief. Research has been undertaken to find other similar best-practice studies undertaken by local government around Australia. Research has also been undertaken to find consultants who have experience in this field.
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Term Achievement

Code	Description	Progress
P6.1.2	Partnerships are established with community groups and organisations to optimise the availability and use of sporting, recreation and leisure facilities. Signoff Authority: <i>Director Community</i>	
Comments		
<p>Progressed generally as scheduled with the exception of the annual sports forum, which was cancelled due to the COVID-19 government advice regarding social distancing.</p> <p>Council continued to partner with a number of community sporting clubs to deliver improved sporting facilities, most of which have secured grant and/or external funding opportunities. Projects progressed in the period include: a synthetic hockey field upgrade, clubhouse upgrades, four court indoor sports centre, sportsground baseball/softball batting cage lighting, new cricket nets and pavilion upgrades.</p> <p>Reason</p> <p>Council's annual sporting forum was scheduled to take place in May 2020 however was cancelled due to the government restrictions in place in relation to the COVID-19 pandemic.</p> <p>Remedial Action</p> <p>Council will continue to partner and liaise with organisations and community groups to maximise the availability and use of facilities in Ku-ring-gai. Council's annual sporting forum is scheduled to take place in 2021.</p>		

Operational Plan Tasks


Code	Description	Progress	Comments
P6.1.2.1	Engage with community partners to improve sporting, leisure and recreational facilities through partnerships, grant funding and other external funding opportunities. Signoff Authority: <i>Manager Urban Planning</i>	 95%	<p>Council has partnered with a number of community sporting clubs to deliver improved sporting facilities, most of which have secured grant and/or external funding opportunities. Projects in the period included:</p> <ul style="list-style-type: none"> * The inclusion of a synthetic hockey field and clubhouse upgrade with Northern Sydney and Beaches Hockey Association. \$2.25 million has been secured from the Greater Sydney Sports Facility Fund and an additional \$500,000 from Sport Australia. * Four court indoor sports centre at St Ives High School with Department of Education. \$3.5 million has been secured from the Greater Sydney Sports Facility Fund. * New sportsground lighting at Warrimoo Oval with St Ives Football Club. \$30,000 provided by the My Community Projects grant. * New baseball/softball batting cage at Auluba 3 with Kissing Point Baseball Club. \$50,000 provided by the Community Building Partnership grant - design and construction commenced and due for completion in July 2020. * New cricket nets (2 nets) at Roseville Park with Roseville Junior Cricket Club. Co-funded by the club, association, Cricket NSW and Council - demolition of the old nets complete. Design has been finalised with the club and construction to be completed early in the new financial year. * As per Council resolution in February 2020, further investigation has been completed for the proposed

			<p>synthetic upgrade at Norman Griffiths Oval with the West Pymble Football Club and Northern Suburbs Football Association. \$950,000 co-funded by the club, association and grants. A report regarding additional flood investigations was considered at the Ordinary Meeting of Council of 30 June 2020. Council resolved to receive and note the consultants report and forward details in relation to the mitigation of the existing risks identified in the report to Operations for action.</p> <p>* Council is in early discussions with the Northern Suburbs Football Association (NSFA) for the inclusion of a new clubhouse at the North Turramurra Recreation Area. NSFA have engaged an architect and are liaising with Council with the preparation of a development application.</p> <p>* Old Barker Rugby Club has been successful in their Stage 2 application with the Greater Sydney Sports Facility Fund which will contribute \$875,000 towards the pavilion upgrade at Turramurra Memorial Park. Council has been in discussions with the club to finalise design prior to the commencement of works.</p>
P6.1.2.2	<p>Facilitate a regular sporting forum and ongoing communication with sporting users.</p> <p>Signoff Authority: <i>Manager Infrastructure Services</i></p>	 80%	<p>Meetings were held to obtain feedback from different sections of Council as to the make up of the Sporting Forum. A date was confirmed in May 2020 however this had to be postponed due to COVID-19 restrictions.</p> <p>Significant communication with all sporting associations and clubs occurred throughout the period to keep clubs up to date with requirements under the Public Health Orders and what facilities Council was opening, bookings and what other restrictions were put in place. Staff worked collaboratively internally and with all associations and clubs to accommodate all requests for information regarding the frequently changing requirements.</p> <p>Reason</p> <p>COVID-19 restrictions prevented Sports Forum from going ahead in 2020.</p> <p>Remedial Action</p> <p>The Sports Forum will be re-scheduled once restrictions are eased. A task to continue this work is in the adopted Operational Plan 2020/21.</p>
Challenges			
The annual Sports Forum was cancelled due to the COVID-19 pandemic.			




Issue: P7: Enhancing community buildings and facilities

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


Term Achievement

Code	Description	Progress
P7.1.1	The condition and functionality of existing and new assets is improved. <i>Signoff Authority: Director Operations</i>	
Comments		
Progressed generally as scheduled with the exception of the upgrade works to the East Lindfield Community Centre.		



Operational Plan Tasks



Code	Description	Progress	Comments
P7.1.1.1	Implement a prioritised program of improvements to community meeting rooms, halls, buildings and facilities. <i>Signoff Authority: Manager Technical Services</i>	 100%	This financial year, Council spent more money on upgrading buildings than in the past. Major upgrades to heating, ventilation and air-conditioning (HVAC) at a number of Council buildings took place. New contract cleaners were engaged with improvements to cleaning regimes. Internal fit-outs to a number of buildings, upgrading security to all Libraries and fire safety systems were undertaken.
P7.1.1.2	Integrate sustainability and climate resilience measures, incorporating minimum performance standards, into the building upgrade and renewal program. <i>Signoff Authority: Manager Environment & Sustainability</i>	 100%	During the reporting period, the following works have been undertaken; completion of a Building Management System Requirements Document which specifies the minimum design and installation requirements for Building Management Systems within Council; completion of a Green Star Feasibility Review for the refurbishment of 818 Pacific Highway, Gordon. Both of these documents will support the improved implementation of Environmentally Sustainable Design objectives within Council projects. Support on energy efficient lighting/controls, HVAC documentation, and weatherproofing and insulation was provided to the project team implementing the refurbishment of 818 Pacific Highway, Gordon.
P7.1.1.3	Undertake building and stormwater infrastructure repairs to the East Lindfield Community Centre. <i>Signoff Authority: Director Operations</i>	 90%	During the period works continued however it is anticipated that they will be completed early in the next financial year. Reason Significant corrosion was found within the structure during reconstruction which significantly slowed the progress of works. Remedial Action Works are expected to be completed early in the new financial year.

Term Achievement

Code	Description	Progress
P7.1.2	Usage of existing community buildings and facilities is optimised. <i>Signoff Authority: Director Community</i>	
Comments		
<p>Progressed however scheduled service delivery were impacted by the COVID-19 restrictions. Council staff are working across all departments to maximise bookings for facilities and carry-out improvements to buildings to optimise leasing and hiring arrangements. COVID-19 has had a major impact on the type of work able to be completed.</p> <p>Work has continued on developing booking processes, digital marketing strategy, promotion of venues and programs and works improvements at the Wildflower Garden and St Ives Showground. Funding of \$88,000 and \$1,720,180.00 has been received from Crowns Land Showground Stimulus Program.</p> <p>Staff are working closely with key contacts at both golf courses to maximise golf custom as well as working on new programs to increase participation.</p> <p>Reason Tasks contributing to the Term Achievement's progress in 2019/20 were affected by COVID-19 restrictions.</p> <p>Remedial Action The tasks are included in the adopted Operational Plan for 2020/21.</p>		

Operational Plan Tasks


Code	Description	Progress	Comments
P7.1.2.1	Provide accommodation for identified community services in line with Council's Management of Community and Recreation Facilities Policy. <i>Signoff Authority: Manager Property</i>	 75%	<p>Staff are in the process of conducting a review of Council's community facilities to assess their condition, usage and tenure. Meetings and inspections in relation to this review have been temporarily suspended as a result of COVID-19.</p> <p>Reason Meetings and inspections in relation to this review have been temporarily suspended due to the implications of COVID-19 but will resume in due course once the situation improves.</p> <p>Remedial Action Staff have kept in contact with the organisations who occupy Council's community facilities and are preparing for meetings and inspections to resume. A task to continue this work is included in the Operational Plan 2020/21.</p>
Challenges			
Unable to meet this requirement due to COVID-19 pandemic, however Council maintained relationships via contacting tenants, in particular regarding building works, grant requests and rent relief.			
P7.1.2.2	Continue to promote and develop the St Ives Precinct diverse facilities to host community and commercial usage. <i>Signoff Authority: Manager Visitor Experience & Events</i>	 80%	<p>Formal bookings were cancelled due to COVID-19 however we have seen an increase in informal usage at the Wildflower Garden and St Ives Showground. Staff continued to work on booking processes and the digital marketing strategy. Staff have improved the digital assets for the Wildflower Garden with professional photography shoots which will be used to market Council venues and programs next financial year.</p> <p>Staff also used the COVID-19 period to make improvements to venues and have received funding from Crowns Land Showground Stimulus Program for a power upgrade.</p> <p>Reason The planned delivery of this task was affected by COVID-19 restrictions from March to June 2020.</p> <p>Remedial Action</p>

			The task is included in the adopted Operational Plan for 2020/21.
Challenges			
Council experienced increased visitation during COVID-19 as people looked to connect with nature. Council was also successful in receiving \$88,000 from the Crowns Land Showground Stimulus Program for a power upgrade at the St Ives Showground to support future regional events.			
P7.1.2.3	Continue to develop and deliver professional services including programs, services and ongoing marketing to club members and public players at Council's golf courses to industry standards. Signoff Authority: <i>Manager Technical Services</i>	 100%	Staff are working closely with key contacts at both courses to maximise golf custom as well as working on new programs to increase participation. A positive impact from the COVID-19 pandemic is the large increase in new players taking up golf at both courses. Teams have been working hard to encourage these players to continue to golf even when restrictions are removed.
P7.1.2.4	Council's recreation services meet customer needs. Signoff Authority: <i>Manager Technical Services</i>	 75%	The COVID-19 restrictions had a major impact on the delivery of services during the period March to June 2020 with the closure of recreation facilities. Community members and sporting organisations were unable to utilise Council facilities with the closure of sporting fields, tennis courts, Ku-ring-gai Fitness and Aquatic Centre and other indoor/ outdoor group recreation programs, in line with government advice and guidelines. Gordon and North Turramurra Golf Courses continued to operate throughout the period and saw an increase in player numbers. The operation of both courses is under strict government guidelines with staff and players adhering to social distancing requirements. Staff also continued to work with Council's property team to improve buildings to optimise leasing and hiring arrangements. Reason The planned delivery of this task was affected by COVID-19 restrictions from March to June 2020. Remedial Action The task is included in the adopted Operational Plan for 2020/21.



Issue: P8: Improving the standard of our infrastructure

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


Term Achievement

Code	Description	Progress
P8.1.1	Our public infrastructure and assets are planned, managed and funded to meet the community expectations, defined levels of service and address inter-generational equity. Signoff Authority: <i>Director Operations</i>	
Comments		
Progressed as scheduled. Condition assessments of Council assets are continually undertaken and maintenance is completed within the defined service levels.		



Operational Plan Tasks



Code	Description	Progress	Comments
P8.1.1.1	<p>Initiate a review of the Contributions Plan to align with the Local Strategic Planning Statement.</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	<p> 100%</p>	Both the direct (s94/s7.11) contributions plan and the indirect (s94A/s7.12) contributions plan are under review, supported by the concurrent strategic planning work underway (including capacity assessments). Additionally work has commenced on an Affordable Housing Strategy (as a required adjunct to the Housing Strategy) which has the potential to support an Affordable Housing Contributions Plan in the future. Focus this period has been on preparing a submission regarding the proposed changes to the development contributions system. The submission was made on 11 June 2020.
Key Achievements			
In late April, the Department of Planning announced the exhibition of proposed changes to the way contributions plans are reviewed and reported and updates to the current Planning Agreement policy. Focus this period was on preparing a submission with regard to Ku-ring-gai's unique position with the s7.11 Contributions Plan being currently partially exempted from the Ministerial cap on contributions.			
P8.1.1.2	<p>Asset Management Plans are revised to align with the Resourcing Strategy.</p> <p>Signoff Authority: <i>Manager Technical Services</i></p>	<p> 100%</p>	Asset management plans were revised and updated to align with Council's adopted Resourcing Strategy, concurrent with asset revaluations this financial year.

Term Achievement

Code	Description	Progress
P8.1.2	<p>Programs for infrastructure and asset maintenance management are delivered in accordance with adopted Asset Management Strategy and Plans.</p> <p>Signoff Authority: <i>Director Operations</i></p>	
Comments		
Progressed as scheduled. Works have been undertaken in accordance with adopted asset management plans.		

Operational Plan Tasks

Code	Description	Progress	Comments
P8.1.2.1	<p>Implement Asset Management Plans to document maintenance, renewal and upgrade requirements in line with Service Level Agreements.</p> <p>Signoff Authority: <i>Director Operations</i></p>	<p> 100%</p>	Council's assets continue to be maintained in accordance with approved plans. Asset inspections are regularly completed which assist in the determination of capital upgrades and improvements.
P8.1.2.2	<p>Prepare draft capital works and renewal programs for Council's footpaths, roads, drains, bridges and carparks for inclusion in the Delivery Program.</p> <p>Signoff Authority: <i>Manager Technical Services</i></p>	<p> 100%</p>	The draft capital works and renewal programs for Council's footpaths, roads, drains, bridges and carparks have been completed and submitted.

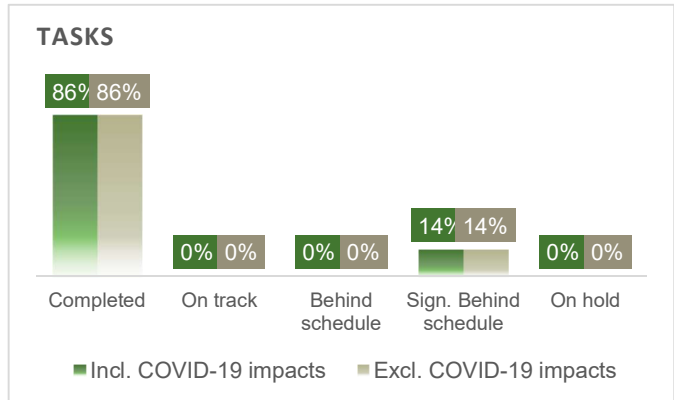
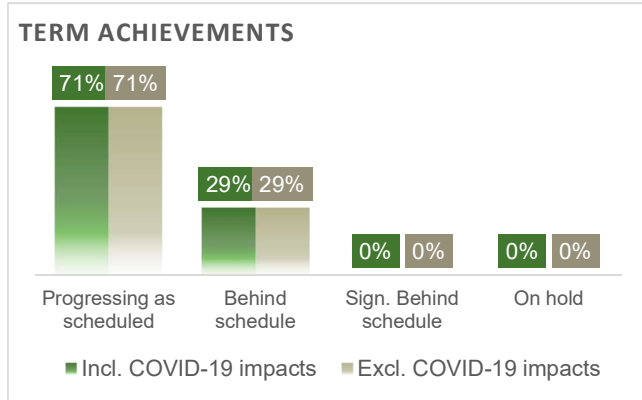
P8.1.2.3	<p>Deliver Road, Footpath and Carparks Capital Works Programs on time and within budget.</p> <p>Signoff Authority: <i>Manager Technical Services</i></p>	 91%	<p>The 2019/20 budget was reduced by \$1 million to cover budget short falls due to the COVID-19 pandemic.</p> <p>All program works were completed to the maximum extent with remaining budget.</p>
P8.1.2.4	<p>Deliver Drainage Capital Works Programs on time and within budget.</p> <p>Signoff Authority: <i>Manager Technical Services</i></p>	 91%	<p>The 2019/20 budget was reduced by \$1 million to cover budget short falls due to the COVID-19 pandemic.</p> <p>All program works were completed to the maximum extent with remaining budget.</p>



THEME 4 ACCESS, TRAFFIC AND TRANSPORT

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

Performance summary



PERFORMANCE INDICATOR ACHIEVEMENTS (No COVID-19 impacts)

ACHIEVED 60%

NOT ACHIEVED 40%






Key achievements

- Council received \$248,000 (for 50/50 funding) through the NSW Government’s Active Transport Program for constructing pedestrian facilities around schools in Ku-ring-gai. These facilities were constructed and improve safety for children and reduce traffic congestion on local roads.
- Council received funding for the Burns Road and Ellalong Road, North Turrumurra 2020/2021 Black Spot Program.
- Improvement plans have been prepared for bikeways, pedestrian facilities and footpath networks in Lindfield and Turrumurra local centres.

Challenges

- Delays experienced with the paid parking implementation due to the need to obtain external expertise.

Performance indicators


Code	Description	Baseline	Yearly Target	Units	Achieved Amount	Trend	Performance
T1.1.1.A	Number of new and upgraded pedestrian facilities (bus stops, crossings, islands) constructed.	In 2016/17, there were 8 new and upgraded pedestrian facilities constructed. (Source: Council)	8	Facilities	11	Decreased	
T1.1.1.B	Number of new and upgraded bicycle facilities installed.	In 2016/17, there were 2 new and upgraded bicycle facilities installed. (Source: Council)	2	Facilities	0	Monitor	
<p>Comment: There were no new or upgraded bicycle facilities installed during the period. However, commencement of the Lindfield Village Green project in April 2020 makes provision for bicycle parking facilities as part of the public domain works. These are to be located along the edge of Chapman Lane and along the Kochia Lane shared path, near Havilah Lane and will likely be installed during 2020/21 as the project progresses.</p>							
T1.1.1.C	Kilometres of additional footpath network constructed.	In 2016/17, there was 0.9km of additional footpath network constructed. (Source: Council)	0.9	km	3.05	Increasing	
T1.1.1.D	Kilometres of additional cycleway network established.	In 2016/17, there was 0.06km of additional cycleway network established. (Source: Council)	0.06	km	0	Monitor	
<p>Comment: Council's plan was to deliver part of the Lindfield Avenue cycleway project, which as a minimum would have been works at the intersection of Lindfield Avenue and Havilah Road (made up of an upgraded pedestrian/cycle refuge crossing facility across the northern (Lindfield Avenue) leg of the intersection, and a new pedestrian/cycle crossing facility across the eastern (Havilah Road) leg of the intersection). The commencement of construction of the Lindfield Village Green project on 28 April 2020, and an associated construction vehicle route passing through the site resulted in this project being deferred. Although not yet delivered, during the period, an opportunity was identified through the NSW Government's Streets as Shared Spaces funding program (a mobility response to COVID-19) to submit a funding application for a 1.1km section of cycleway between Turrumurra Station and Turrumurra Memorial Park (via Gilroy Road), as a pilot of the facilities being planned as part of the draft Turrumurra Public Domain Plan.</p>							
T2.1.1.A	The number of recorded collisions involving vehicles or pedestrians.	In 2015/16, there were 284 recorded collisions involving vehicles or pedestrians. (Source: Roads and Maritime Service)	284	Collisions	237	Decreasing	
<p>Comment: Based on the latest data 2018/19 sourced from the Roads and Maritime Service.</p>							

Full progress report


Issue: T1: Integrated and accessible transport



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

Term Achievement


Code	Description	Progress
T1.1.1	Connections are provided to public transport that are accessible to all age groups and match the travel needs of the community. <i>Signoff Authority: Director Strategy & Environment</i>	
Comments		
<p>This term achievement was generally satisfactorily progressed with planning and implementation of improvements for bike ways, pedestrian facilities and footpaths taking place through the Public Domain Plan and collaboration with state transport agencies. The Pedestrian Access and Mobility Plan (PAMP) was not finalised due to a changed approach to implementing its principles and priorities.</p> <p>Reason</p> <p>The Draft PAMP needs to be integrated into Council's broader policy and designs for the local centres, rather than progressed as a standalone policy document.</p> <p>Remedial Action</p> <p>It is proposed to incorporate the principles and goals of the PAMP into the Public Domain Plan, as an integrated approach to pedestrian planning in local centres, rather than having a series of separate policy and design documents.</p>		
Challenges		
Co-ordinating a range of overlapping policy documents.		

Operational Plan Tasks


Code	Description	Progress	Comments
T1.1.1.1	An improvement plan is being implemented for bikeways, pedestrian facilities and footpath networks having regard for the access, health and recreational needs of the community. <i>Signoff Authority: Manager Urban Planning</i>	 100%	<p>Council's transport planning and urban design teams collaborated on the development of the Turramurra Public Domain Plan. A draft concept plan for the Turramurra local centre has now been prepared, which incorporates provision for improved footpaths, pedestrian crossing facilities and cycling facilities. A funding application was lodged with the State government under the Streets as Shared Spaces program for a "pop-up" cycleway in Gilroy Road Turramurra and upgrades to internal paths in Karuah Park and Turramurra Memorial Park. This will act as a trial installation of a component of the Turramurra Public Domain Plan, and will establish a safe, separated cycling connection between Turramurra Memorial Park and the commercial core of the Turramurra local centre.</p> <p>A draft concept plan for the Lindfield Avenue streetscape project, in Lindfield local centre, was prepared during the period. The plan incorporates provision for new traffic signals at the intersection of Lindfield Avenue and Tryon Road (with pedestrian crossing facilities), separated cycling facilities, footpath widening/improvements and additional pedestrian crossing facilities along Lindfield Avenue. Initial consultation with Transport for NSW and other stakeholders commenced. A meeting was held with Transport for NSW to discuss the proposal, and engagement commenced with the local bus operator, to get feedback on new bus stop locations and associated facilities. Early engagement has</p>

			<p>commenced with directly affected stakeholders including St Albans Church.</p> <p>Council received \$248,000 (for 50/50 funding) from TfNSW for constructing pedestrian facilities in the vicinity of schools in Ku-ring-gai through the NSW Government's Active Transport Program for the 2019-20 financial year. All approved facilities were constructed by the end of June 2020, and these pedestrian facilities will improve safety for children in the vicinity of primary schools and reduce traffic congestion on local roads.</p>
Key Achievements			
Improvement plans have been prepared for Lindfield and Turramurra local centres.			
T1.1.1.2	<p>Finalise for adoption the Pedestrian Access and Mobility Plan (PAMP) recommendations.</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	<p> 65%</p>	<p>The principles and priorities in the draft Pedestrian Access and Mobility Plan (PAMP) continued to provide guidance to the provision of pedestrian facilities to improve accessibility, and reduce severance caused by barriers such as arterial roads and railways. For example, in the draft PAMP, there are 11 Infrastructure Provision Goals for the Turramurra local centre, and provision has been made in the draft Turramurra Public Domain Plan for 8 of the 11 items identified. Some of the recommended infrastructure not factored into the draft Public Domain Plan requires further analysis, which will be provided by the Turramurra Transport Study (in progress). The current draft PAMP was not finalised during the reporting period due to a need to more effectively integrate its principles and goals into Council's broader policy and designs for the local centres.</p> <p>Reason</p> <p>The Draft PAMP needs to be integrated into Council's broader policy and designs for the local centres, rather than progressed as a standalone policy document.</p> <p>Remedial Action</p> <p>It is proposed to incorporate the principles and goals of the PAMP into the Public Domain Plan, as an integrated approach to pedestrian planning. A task reflecting this approach has been included in the 2020/21 Operational Plan.</p>
T1.1.1.3	<p>Progressively upgrade bus stops in accordance with the Disability Discrimination Act requirements and 5 year program (to allocated budget).</p> <p>Signoff Authority: <i>Manager Technical Services</i></p>	<p> 100%</p>	Completed previous reporting period.

Term Achievement


Code	Description	Progress
T1.1.2	A network of safe and convenient links to local centres, major land uses and recreation opportunities is being progressively implemented. <i>Signoff Authority: Director Strategy & Environment</i>	
Comments		
Progressing as scheduled. The Ku-ring-gai Integrated Transport Plan continued to be implemented through the upgrade of capacity at critical intersections and pinch points, upgrade of key bus/train interchanges and implementation of traffic calming measures at appropriate locations.		
Key Achievements		
Council's Local Strategic Planning Statement is being implemented through the Ku-ring-gai Integrated Transport plan.		

Operational Plan Tasks



Code	Description	Progress	Comments
T1.1.2.1	Review and implement appropriate recommendations from the Ku-ring-gai Integrated Transport Strategy to align with Future Transport 2056. <i>Signoff Authority: Manager Urban Planning</i>	 100%	<p>During the reporting period, the following recommendations from the current Ku-ring-gai Integrated Transport Strategy were implemented or were in the planning/design phase:</p> <p>Action E3 - implement road network improvements from the Ku-ring-gai Contributions Plan 2010.</p> <p>* A draft concept plan for the signalised intersection of Lindfield Avenue and Tryon Road and other streetscape improvements in Lindfield Avenue was developed, with the future inclusion of streets surrounding the Lindfield Village Green. This will also include a separated/off-road cycling facility in Lindfield Avenue;</p> <p>* A draft concept Public Domain Plan for the Turramurra local centre has now been prepared, which incorporates provision for the key traffic and transport upgrades Pacific Highway.</p> <p>* Planning will also commence for the provision of pedestrian facilities across Pacific Highway and the Bridge Street traffic signals with the commencement of the construction of the Bunnings Pymble site (corner Pacific Highway and Mona Vale Road)</p> <p>Action E2 - upgrade capacity at critical intersections and pinch points.</p> <p>* Council staff continued to work with Transport for NSW in developing pinch point improvements on the Pacific Highway between Turramurra and Wahroonga. During the period Transport for NSW issued a tender for the upgrade works at the intersection of Pacific Highway/Fox Valley Road and the intersection of Pacific Highway and Redleaf Avenue/Coonanbarra Road. Staff continued to work with Transport for NSW in identifying and investigating other pinch point locations on the arterial road network in Ku-ring-gai.</p> <p>Action D8 - upgrade key bus/train interchanges.</p> <p>* Through the preparation of the draft Public Domain Plan for Turramurra, staff have developed an integrated concept design for the upgrade of the Turramurra bus interchange (Rohini Street). The concept design is being used as the basis for preliminary discussions with Transport for NSW and Transdev.</p> <p>Action E6 - implement traffic calming measures at appropriate locations.</p>


			<p>* A High Pedestrian Activity Area scheme for the area around Gordon Station has been developed, which involves the installation of traffic calming measures in streets such as St Johns Avenue and Wade Lane. Designs have also progressed for the implementation of the High Pedestrian Activity Area scheme on local roads in St Ives, around the St Ives Shopping Village.</p> <p>Review of the current Ku-ring-gai Integrated Transport Strategy, to better align with the State government's Future Transport 2056, will be progressed next year. This will include updates to actions relating to the Mona Vale-Macquarie Park bus improvements and the Chatswood-Dee Why bus improvements, as well as the integration of the Movement and Place framework.</p>
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Term Achievement


Code	Description	Progress
T1.1.3	<p>Advocate to relevant government agencies and private companies for integrated public transport facilities and service improvements that meet community needs.</p> <p>Signoff Authority: Director Strategy & Environment</p>	
Comments		
<p>Progressing as scheduled. Council has continued to work with the key State agencies to improve commuter parking, improve regional bus networks and public domain planning for integrated public transport facilities with a series of railway station upgrades, provision for commuter parking and collaboration for the delivery of regional planning linkages identified in the North District Plan.</p>		

Operational Plan Tasks


Code	Description	Progress	Comments
T1.1.3.1	<p>Continue to lobby Transport for NSW (TfNSW) in the provision of additional commuter car parking at priority rail stations, including Turramurra and other centres.</p> <p>Signoff Authority: Manager Urban Planning</p>	 100%	<p>With the provision of commuter parking commencing in April 2020 as part of the Lindfield Village Green (LVG) major project, staff continued to pursue opportunities with TfNSW to provide commuter parking at Turramurra and other railway stations in the local government area.</p>
T1.1.3.2	<p>Advocate to Transport for NSW (TfNSW) and bus providers to target improvements to bus services connecting nearby centres with Ku-ring-gai including Mona Vale - Macquarie Park route/Chatswood-Dee Why/ Northern Beaches.</p> <p>Signoff Authority: Manager Urban Planning</p>	 100%	<p>In February 2020, Council staff participated in a Transport for NSW workshop with Northern Beaches Council to assist in the development of a Road Network Plan for the Mona Vale Road corridor. As part of the vision and priorities, Council staff highlighted the need to improve bus services along the corridor, to improve connectivity to strategic centres such as Mona Vale and Health/Education precincts such as Macquarie Park and Frenchs Forest as well as other connections along the corridor including Gordon and St Ives.</p> <p>In late March 2020, Transport for NSW completed the Road Network Plan for the Mona Vale Road corridor. As a medium term opportunity (5-10 years), the Plan identifies the need to investigate potential for a rapid bus corridor, to increase the viability of the 30-minute city concept.</p> <p>In late May 2020, Transport for NSW met with Council staff to discuss aspects of the Middle Harbour Integrated Transport Action Plan (formerly known as a Road Action Plan) which includes the Boundary Street/Babbage Road/Warringah Road corridor. This included the Chatswood-Dee Why/Northern Beaches bus route, which is identified as "B-Line Extension".</p>

T1.1.3.3	<p>Liase with Transport for NSW (TfNSW) to co-ordinate and implement connections and upgrades to railway stations.</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	<p> 100%</p>	<p>Progress during the period included:</p> <p>*Warrabee station upgrade</p> <p>The TfNSW-appointed contractor completed site establishment and early works. The new lift, roofing and canopies were craned into place in May. Other planned work included installing screens to the stairs and the pedestrian overbridge, installing the lift car, construction of a kiss and ride zone and footpath upgrades on Heydon Avenue and Warrabee Avenue, replacement of the old shelter on Heydon Avenue and continued fit out of the new family accessible and unisex ambulant toilet.</p> <p>* Wahrenonga station upgrade</p> <p>Comments on the Review of Environmental Factors (REF) for the project closed in December 2019, and the project was determined in April 2020. The project website indicates that design and site preparation work will occur following determination, with major construction expected to start in late 2020.</p> <p>* Roseville station upgrade</p> <p>Following several meetings between Council staff and Transport for NSW the station upgrade proposal was formally placed on public exhibition in early June 2020.</p> <p>* Pymble station upgrade</p> <p>The TfNSW website advises that planning is underway for an accessibility upgrade at Pymble Station with the project expected to be completed in 2023. There was been no further updates during the period from TfNSW.</p>
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Term Achievement

Code	Description	Progress
T1.1.4	<p>The community is informed, educated and encouraged to use alternative forms of transport.</p> <p>Signoff Authority: <i>Director Strategy & Environment</i></p>	
Comments		
<p>This term achievement was satisfactorily progressed with cycling education and awareness initiatives for Ku-ring-gai continuing to be planned, funded and delivered.</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
T1.1.4.1	<p>Deliver education and awareness programs focused on alternatives to private car use.</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	<p> 100%</p>	<p>Education and awareness programs, focused on alternatives to private car use, continued to be delivered. Council's annual cycling promotion event, the Ride2Work Day, is scheduled to occur nationally in October 2020. Subject to the COVID-19 pandemic and the lifting of restrictions on outdoor gatherings/events, planning will commence early in the next period for this event.</p>


Issue: T2: Local road network

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

Term Achievement

Code	Description	Progress
T2.1.1	Safety and efficiency of the local road and parking network are improved and traffic congestion is reduced. Signoff Authority: Director Operations	
Comments		
<p>The revised 10 Year Traffic and Transport Plan 2019-2028 was adopted by Council on 26 March 2019. Although Council did not deliver any projects from the Plan during 2019/20, Council sought funds under Federal Government/ State Government programs for some of the identified projects.</p> <p>One of the projects identified in the 10 year Traffic and Transport Plan is the construction of a protected right turn bay and upgrade of road surface to non-skid surface at the intersection of Burns Road and Ellalong Road, North Turramurra. This project was re-nominated in the 2020/2021 Black Spot Program, and in February 2020 Council received 100% funding from TfNSW to design and construct over a two year period. An amount of \$80,000 was offered for design and documentation in 2020/21 and \$468,000 for construction in 2021/2022. This funding has been accepted and design work will commence in 2020/2021.</p> <p>In May 2019, Council received \$461,000 (100% funding) from TfNSW for implementing 40 km/h speed limit in the vicinity of St Ives Shopping precinct. Council received this funding through the NSW Safe Speeds in High Pedestrian Activity and Local Areas for the 2019-20 financial year. Facilities approved under this program were constructed by end of June 2020 and Council introduced 40 km/h speed limit in Cowan Road and Memorial Avenue effective from 6 July 2020.</p> <p>Council also received \$248,000 (50/50 funding) from TfNSW for constructing pedestrian facilities in the vicinity of schools in Ku-ring-gai through the NSW Government's Active Transport Program for the 2019-20 financial year. All approved facilities were constructed by end of June 2020, and these pedestrian facilities will improve safety for children in the vicinity of primary schools and reduce traffic congestion on local roads.</p> <p>Although the completion date for the NorthConnex project was publicly reported as 'mid-2020', in May 2020 a NorthConnex construction update noted that it was not possible to provide an exact date for opening. However, progress is being monitored and every opportunity pursued to open the tunnel to traffic as soon as possible.</p> <p>No significant progress was made on the implementation of the Parking Management Strategy during 2019/20 apart from some experiences shared by Lane Cove Council. Contact was made with relevant parking management technology providers in March 2020 to inform contracting and engagement aspects and revenue collection.</p> <p>Reason</p> <p>There was a plan to meet with Lane Cove Council and their technology provider for a briefing session, but the planned meeting was postponed due to the escalating situation with COVID-19.</p> <p>Remedial Action</p> <p>A site meeting was held with Lane Cove Council representatives in late April 2020, to understand technology being implemented at the Canopy redevelopment in the Lane Cove town centre.</p>		
Challenges		
<p>Planning and meeting milestones under the current COVID-19 restrictions and finding a suitable way to progress the Parking Management Strategy implementation, which requires input across a wide range of internal stakeholders, including Regulatory Services, Finance and Procurement.</p>		

Operational Plan Tasks


Code	Description	Progress	Comments
T2.1.1.1	Prepare a staged implementation plan for paid parking including community engagement addressing location, financial and timing aspects of implementation. Signoff Authority: Manager Urban Planning	 60%	<p>To date contact has been made with relevant parking management technology providers to inform contracting and engagement aspects and revenue collection.</p> <p>The engagement of specialist consultants is required to advise on a staged implementation and fee structure for the Parking Management Strategy and preferred ownership/operator model for the Council-managed basement car park levels of the Lindfield Village Green project. This work will also inform other major project car parks and potentially off-street car parks.</p> <p>Reason</p>

			<p>Delays experienced meeting with Lane Cove Council staff and their technology provider to discuss paid parking arrangements in the Lane Cove town centre and seeking input from internal stakeholders.</p> <p>Remedial Action</p> <p>A briefing session was rescheduled and engagement of specialist consultants progressed. A Task has been included in the Operational Plan 2020/21 to continue work on the plan.</p>
T2.1.1.2	<p>Implement the 10 year Traffic and Transport Program.</p> <p>Signoff Authority: <i>Manager Traffic & Transport</i></p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>In February 2020, Council received funding from TfNSW for the construction of a protected right turn bay (and upgrade of road surface to non-skid) at the intersection of Burns Road and Ellalong Road, North Turramurra, which was re-nominated in the 2020/2021 Black Spot Program. The offer of 100% funding is \$80,000 in 2020/2021 for the design and documentation and \$468,000 in 2021/2022 is for construction. This funding has been accepted and design work will commence in 2020/2021.</p> <p>Further investigation is required into possibly modifying the splitter islands and entry kerbs at the roundabout of Lady Game Drive with Fiddens Wharf Road, to increase deflection. This location is also in the 10 year Traffic and Transport Plan for the 2019/2020 year.</p> <p>In May 2019, Council received \$461,000 (100% funding) from TfNSW for implementing a 40 km/h speed limit in the vicinity of St Ives Shopping precinct. Council received this funding through the NSW Safe Speeds in High Pedestrian Activity and Local Areas for the 2019/20 financial year. Facilities approved under this program were constructed by end of June 2020 and Council introduced a 40 km/h speed limit in Cowan Road and Memorial Avenue effective from 6 July 2020.</p>




Issue: T3: Regional transport network

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

Term Achievement


Code	Description	Progress
T3.1.1	<p>A strategic access, traffic and transport plan is being implemented for the Northern Sydney Region.</p> <p>Signoff Authority: <i>Director Strategy & Environment</i></p>	
Comments		
<p>Progressing as scheduled. A strategic access, traffic and transport plan continued to be implemented for the Northern Sydney Region. This included NSROC regional transport planning, funding for traffic and transport works under Council's Contribution Plan and monitoring the implementation of the NorthConnex Project.</p>		

Operational Plan Tasks


Code	Description	Progress	Comments
T3.1.1.1	<p>Monitor and report on progress of the NorthConnex link.</p> <p>Signoff Authority: <i>Manager Traffic & Transport</i></p>	 100%	<p>Progress on the NorthConnex link during the period included:</p> <ul style="list-style-type: none"> * Acoustic sheds at the Trelawney (a) and Wilson (b) compounds were removed, and the compounds are being converted into tunnel support facilities for operation. * The tunnel's permanent air systems were energised, and the fire deluge system tested. * Two regulatory gantries were installed to monitor trucks and buses using Pennant Hills Road once NorthConnex opens. * Final lane alignment work continued on the M2 ramps to make space for the new tunnel entries and exits. * The traffic control room at the Motorway Control Centre (MCC) was fitted out and testing is underway. * New in-tunnel lighting features were announced, incorporating a series of contemporary internal lighting features to keep drivers engaged as they travel through the tunnel. <p>The completion date for the project has been publicly reported as 'mid-2020'. In May 2020 a NorthConnex construction update noted that it was not possible to provide an exact date for its opening, although progress is continuing and every opportunity is being pursued to open the tunnel to traffic as soon as possible.</p>
T3.1.1.2	<p>Collaborate with regional partners to advocate for improved traffic and transport in the Northern Sydney region aligned with North District Plan and Future Transport 2056.</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	 100%	<p>Work by consultants continued on the development of the NSROC-led Northern Sydney Regional Transport Infrastructure Strategy and Plan. The project steering group (including representatives from Transport for NSW, Greater Sydney Commission and Council) met in January 2020 to provide advice and guidance to the Strategy. Council staff in the NSROC region assisted in assigning priorities to the case study projects. For the east-west public transport connection from Mona Vale to Macquarie Park, Ku-ring-gai Council provided some high level patronage information to support the project. The draft strategy was presented to the NSROC Board at a meeting in May 2020.</p>
Key Achievements			
The Draft Northern Sydney Regional Transport Infrastructure Strategy was finalised in May 2020.			
T3.1.1.3	<p>Plan for works in response to development in local centres.</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	 100%	<p>Works in the Ku-ring-gai Contributions Plan 2010 (in response to developments in local centres) have been included in the Long Term Financial Plan, along with indicative timings. These works are typically development or Council project driven, and will depend on development occurring in the local centres.</p> <p>Progress on Gordon Local Centre transport works during the period included:</p> <ul style="list-style-type: none"> * A concept plan was developed for reconstruction of Wade Lane Gordon, including new/widened footpaths, which integrates with the station area and proposed works as part of the St Johns Avenue Streetscape project. A concept was also developed for improvements in Werona Avenue between Park Avenue and the railway underpass. Elements of these concept plans have attracted a funding offer from Transport for NSW as part of the High Pedestrian

			<p>Activity Area scheme around the Gordon railway station.</p> <p>Progress on Lindfield Local Centre transport works during the period included:</p> <p>* A concept plan for the signalised intersection of Lindfield Avenue and Tryon Road, and other pedestrian and streetscape improvements was prepared. This also includes a separated/off-road cycling facility in Lindfield Avenue and adjustments/improvements to bus stops within the project area. Some stakeholder consultation has taken place, with Transport for NSW, Transdev and St Alban's Church. Havilah Lane has been widened temporarily to assist with the construction of the Lindfield Village Green project.</p> <p>Progress on Turrumurra Local Centre transport works during the period included:</p> <p>* A draft concept Public Domain Plan for the Turrumurra local centre has now been prepared, which incorporates provision for the key traffic and transport measures identified in the Contributions Plan, as well as improved footpaths, pedestrian crossing facilities and cycling facilities. Discussions were held with Transport for NSW on key features of the plan, including a bus interchange upgrade and cycling/pedestrian links, as well as the future of the Pacific Highway corridor through Turrumurra.</p>
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Term Achievement

Code	Description	Progress
T3.1.2	<p>Council engages with the State Government to upgrade regional roads and reduce congestion in the local road network.</p> <p>Signoff Authority: <i>Director Strategy & Environment</i></p>	
Comments		
<p>This term achievement was satisfactorily progressed. Council continues to pursue funding under the Australian Government Black Spot program and NSW Safer Roads Program. The Burns Road and Ellalong Road, North Turrumurra 2020/2021 Black Spot Program was successful in receiving funding.</p>		

Operational Plan Tasks

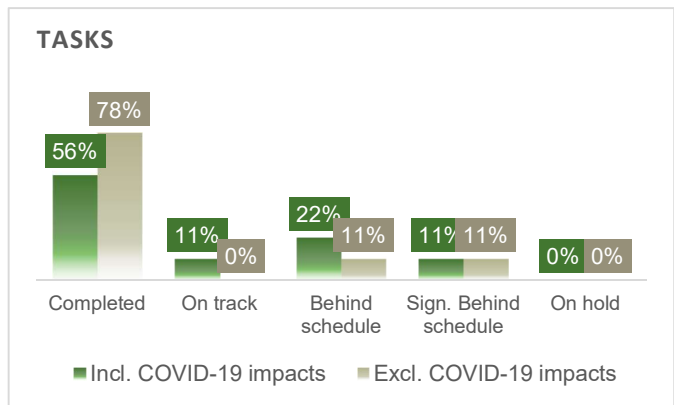
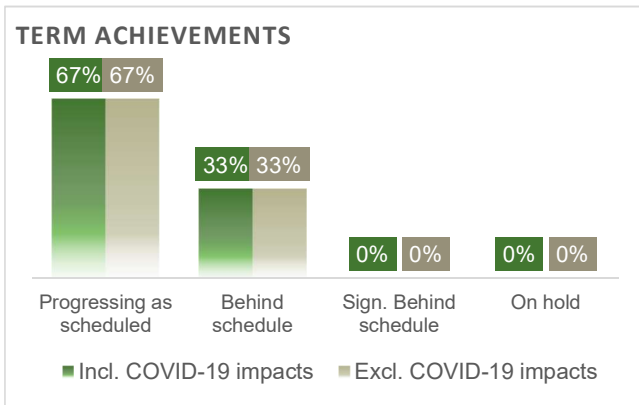
Code	Description	Progress	Comments
T3.1.2.1	<p>Pursue funding opportunities with Roads and Maritime Services (RMS) for improvement works on regional roads and at blackspot locations.</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	 100%	<p>The construction of a protected right turn bay (and upgrade of road surface to non-skid) at the intersection of Burns Road and Ellalong Road, North Turrumurra was re-nominated in the 2020/2021 Black Spot Program. In February 2020, Transport for NSW advised that the nomination was successful.</p> <p>Nominations for the 2021/2022 Australian Government Black Spot and NSW Safer Roads Program opened late in the period and close in August 2021. Potential projects/sites will be checked for eligibility before nomination to the Program.</p>
Key Achievements			
<p>Council received funding for the Burns Road and Ellalong Road, North Turrumurra 2020/2021 Black Spot Program.</p>			



THEME 5 LOCAL ECONOMY AND EMPLOYMENT

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

Performance summary



PERFORMANCE INDICATOR ACHIEVEMENTS (including COVID-19 impacts)

ACHIEVED 67%

NOT ACHIEVED 33%

Excluding COVID-19 impacts

ACHIEVED 83%

NOT ACHIEVED 17%







Key achievements

- Council's first annual business survey was undertaken. The results will be used for benchmarking and informing Council's future business support programs.
- Council's comprehensive business engagement events program successfully transitioned to online forums due to the COVID-19 pandemic. The online series has been hugely popular with an increase in participants and workshops delivered.
- Destination Ku-ring-gai Planning commenced including asset analysis for nature based experiences, history and culture, festivals and events, recreation and leisure, and hospitality and retail.
- Council launched the Wild@Home virtual nature play program and Junior Rangers zoom program.

Challenges

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

Performance indicators


Code	Description	Baseline	Yearly Target	Units	Achieved Amount	Progress Trend	Performance
E1.1.1.A	Number of businesses in the Ku-ring-gai Local Government Area (LGA).	In 2016/17, there were an estimated 14,004 local businesses in the Ku-ring-gai LGA. (Source: National Institute of Economic and Industry Research (NIEIR))	14,004	Businesses	14,931 (ABS, 2019)	Increasing	
E1.1.1.B	Number of small business discussion sessions delivered and/or facilitated by Council.	In 2016/17, Council delivered and/or facilitated 7 sessions. (Source: Council)	7	Sessions	18	Increasing	
Comment: In April 2020, the business event program was moved online due to COVID-19 restrictions. Eleven online sessions were held between April 15 and 30 June 2020. Online events resulted in significant savings of time and money by Council organisers and attendees.							
E1.1.1.C	Number of local jobs in Ku-ring-gai Local Government Area (LGA).	In 2016/17, there were an estimated 37,542 local jobs in the Ku-ring-gai LGA. (Source: National Institute of Economic and Industry Research (NIEIR))	37,542	Local jobs	36,299	Monitor	
Comment: This is the latest figure available from the National Institute of Economic and Industry Research and is reported as at 30 June 2019.							
E2.1.1.A	Number of participants involved in business engagement forums, workshops and initiatives facilitated by Council.	In 2016/17, there were 500 participants involved in business engagement forums, workshops and initiatives facilitated by Council. (Source: Council)	500	Participants	812	Increasing	
Comment: The availability of online workshops significantly increased the numbers of workshops and participants.							
E3.1.1.A	Percentage participant satisfaction with business forums facilitated by Council.	In 2016/17, over 80% of participants indicated satisfaction with business forums facilitated by Council. (Source: Council)	80	Participants	85	Stable	
E3.1.1.B	Number of visitors to the Ku-ring-gai Wildflower Garden.	In 2016/17, there were 54,880 visitors to the Ku-ring-gai Wildflower Garden. (Source: Council)	54,880	Visitors	49,800	Decreased	 Not achieved due to COVID-19 restrictions
Comment: Due to COVID-19 restrictions, all environmental education programs, birthday parties and school excursions were cancelled in the last quarter of the reporting period. However, there was significant growth in natural areas trail walking. Council also launched the Wild@Home virtual nature play program and Junior Rangers zoom program.							

Full progress report



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



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


Term Achievement

Code	Description	Progress
E1.1.1	Ku-ring-gai's opportunities and assets are promoted and strengthened to attract business and employment to the area. <i>Signoff Authority: Director Community</i>	
Comments		
<p>Progressing to schedule with changes implemented to some programs in response to COVID-19. Business engagement events and support continued to be popular and successful even during the COVID pandemic due to a speedy transition to online business.</p> <p>The Employment Lands Study and Strategy was rescheduled to commence after completion of the Retail and Commercial Centres Study.</p> <p>Reason</p> <p>The Employment Lands Study and Strategy project could not be commenced due to available internal resources being focused on completing the Retail and Commercial Centres Study and to avoid duplication and inconsistencies between the two studies.</p> <p>Remedial Action</p> <p>Work will commence on the Employment Lands Study and Strategy in 2020/21.</p>		

Operational Plan Tasks

Code	Description	Progress	Comments
E1.1.1.1	Provide opportunities for local businesses to be involved in the planning for delivery of major centre upgrades. <i>Signoff Authority: Manager Corporate Communications</i>	 100%	<p>Council continued to engage with businesses via the business e-news, face to face meetings and other communication mediums regarding local centre upgrades.</p> <p>In April 2020 construction of the Lindfield Village Green commenced. To manage impacts on local business and to communicate key information, zoom conference calls were arranged between project staff and key local business. Matters discussed included parking, access, signage, noise and dust. Staff also visited local businesses, where appropriate, and put measures in place to provide assistance during construction. This included the installation of direction and promotional signage and provision of free business advisory services.</p>
E1.1.1.2	Commence the Employment Lands Study and Strategy as part of the implementation of the North District Plan. <i>Signoff Authority: Manager Urban Planning</i>	 10%	<p>Work did not commence on the Employment Lands Study and Strategy as staff focused on finalising the Retail and Commercial Centres Study during the reporting period.</p> <p>Reason</p> <p>The Retail and Commercial Centres Study will provide base data that can be used in the Employment Lands Study. To avoid duplication and ensure consistency between the two studies, the development of the Employment Lands Study will commence at the completion of the Retail and Commercial Centres Study.</p> <p>Remedial Action</p> <p>Work on the Employment Lands Study will commence following the completion of the Retail and Commercial</p>


			Centres Study. A Task has been included in the 2020/21 Operational Plan to undertake this work.
Challenges			
Staff resources and adjusting projects to take into account potential impact of COVID-19.			
E1.1.1.3	<p>Continue to engage and collaborate with the local business community on economic development priorities, actions and relevant issues.</p> <p>Signoff Authority: <i>Manager Corporate Communications</i></p>	 100%	<p>Council undertook its first annual business survey in January 2020. The survey was designed to assess local business sentiment, hear what businesses think about local Council services and facilities and get feedback on how Council can provide most value through its business engagement program.</p> <p>The survey was promoted via e-mail using contacts from the Australian Business Register. Nearly 18,000 local ABN holders were invited to participate in the survey which was conducted between 16 January and 16 February 2020. Subscribers to Council's Monthly Business Connections E-news were also encouraged to take part.</p> <p>570 people completed the survey and the top three business sectors represented were 1) Professional, Scientific and Technical Services 2) Other Services and 3) Financial and Insurance Services.</p> <p>The results are being used for benchmarking and informing Council's future business support programs.</p>
Key Achievements			
Council's first annual business survey undertaken during the reporting period.			
E1.1.1.4	<p>Continue Councils comprehensive business engagement events program.</p> <p>Signoff Authority: <i>Manager Corporate Communications</i></p>	 85%	<p>Only one face to face business engagement event took place during the reporting period - the Fit for business - Boost your wellbeing event, held 19 February 2020.</p> <p>The impact of COVID-19 has required the business engagement events program to move online. The initiatives, badged Open for Business webinar series, commenced on 15 April. Events occurred weekly on Wednesdays from 10am to 12pm. Local interest in the sessions was high. So far the program has delivered 9 events, received 894 registrations and 493 attendees at online sessions.</p> <p>Topics covered included:</p> <ul style="list-style-type: none"> * Business planning * Marketing * Social Media * E-commerce * Accessing government funds * Pivoting Business <p>The program will continue in the 2020/21 financial year with face-to-face events likely to recommence in Spring 2020 as COVID-19 restrictions allow.</p> <p>Reason</p> <p>The planned delivery of this task was affected by COVID-19 restrictions from March to June 2020.</p> <p>Remedial Action</p> <p>The task is included in the adopted Operational Plan for 2020/21.</p>
Challenges			
Successfully transitioned to online forums during COVID-19 pandemic.			

E1.1.1.5	<p>Prepare a Retail and Commercial Centres Strategy for Ku-ring-gai.</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	 90%	<p>The draft strategy is largely completed with Council awaiting the final version from consultants. Staff will arrange a Councillor workshop and then report the draft to Council for the purposes of public exhibition.</p> <p>Reason</p> <p>The consultancy firm undertaking the strategy had a turnover of key personnel, which has resulted in a delay in finalising the document. Further work was also commissioned to provide additional commentary in the strategy on the impacts of COVID-19 on the retail sector.</p> <p>Remedial Action</p> <p>A new project time-frame and project milestones have been negotiated with the consultants. It is expected the strategy will be reported to Council in August with a recommendation to place it on public exhibition. A Task in the Operational Plan 2020/21 has been included to implement the strategy.</p>
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Issue: E2: Partnering for business and employment growth

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

Term Achievement

Code	Description	Progress
E2.1.1	<p>Ku-ring-gai's business community, government agencies and regional partners are working in an effective and integrated way to strengthen and develop Ku-ring-gai's local economic base.</p> <p>Signoff Authority: <i>Director Community</i></p>	
Comments		
<p>Progressing to schedule with changes to some programs in response to COVID-19. Council staff continued to liaise with neighbouring councils including Willoughby, City of Ryde, North Sydney, Northern Beaches and Hornsby, seeking partnership and collaboration opportunities. In October 2019, Ku-ring-gai collaborated with the City of Ryde Council to deliver the Home Based Business Events.</p> <p>Council continues to liaise closely with Service NSW in support of the Easy to do Business Program. The initiative is actively promoted via the monthly Business Connections.</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
E2.1.1.1	<p>Liaise with neighbouring councils and Northern Sydney Regional Organisation of Councils (NSROC) to explore opportunities to encourage a regional approach to economic development and business engagement.</p> <p>Signoff Authority: <i>Manager Corporate Communications</i></p>	 100%	<p>Council staff continued to work with neighbouring councils seeking opportunities for collaboration. Council's Open for Business Webinar program was initially launched with support from the City of Ryde Council. Northern Beaches Council were also invited to become involved.</p> <p>Council is also liaising with NSW Business Connect and is planning to deliver a suite of events along with other local council's through the NetStripes digital business event program.</p>
E2.1.1.2	<p>Support the Easy to do Business Program including its expansion into new industry sectors as identified by Service NSW.</p> <p>Signoff Authority: <i>Manager Corporate Communications</i></p>	 100%	<p>Council continued to work closely with Service NSW on the Easy to Do Business program. The COVID-19 pandemic has required Service NSW to increase its level of service and offer new programs. These have been communicated locally via the Ku-ring-gai Council Business Connections E-news. Council staff have also been providing state and federal government with local insights into the challenges currently facing local business in the current economic climate.</p>



Issue: E3: Tourism and visitation opportunities

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

Term Achievement

Code	Description	Progress
E3.1.1	Tourism business has been strengthened and expanded. Signoff Authority: Director Community	
Comments		
<p>Generally progressing to schedule. In the last quarter some planned community events were suspended due to COVID-19 and resources refocused on the promotion of online activities and events delivered by various departments.</p> <p>Following review of the Destination Management Plan an analysis was completed of the destination assets and products and partnerships established with major tourism partners. Collaborations were achieved with tourism partners within Council's major events and venues strategies. Destination NSW approved the creation of a Ku-ring-gai Destination Network.</p>		
Key Achievements		
<ul style="list-style-type: none"> - Destination Ku-ring-gai Planning including asset analysis for nature based experiences, history and culture, festivals and events, recreation and leisure and hospitality and retail. - DNSW approved the creation of a Ku-ring-gai Destination Network. 		

Operational Plan Tasks

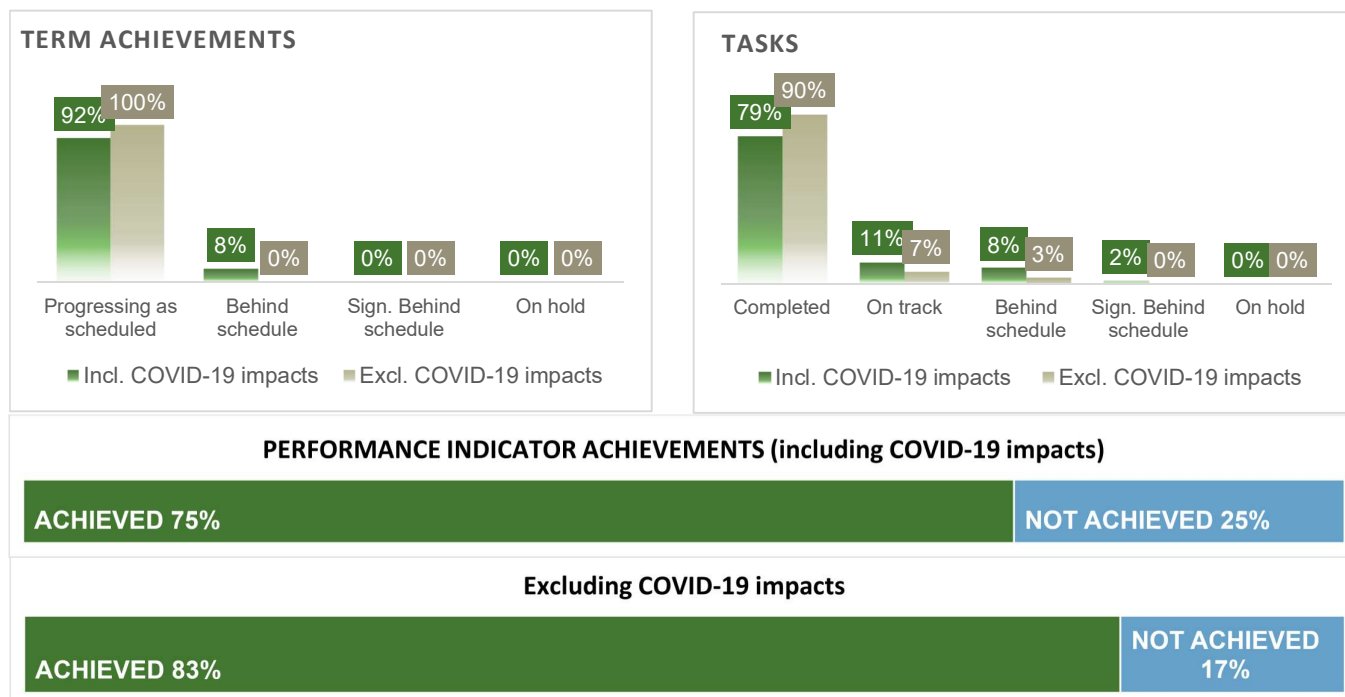
Code	Description	Progress	Comments
E3.1.1.1	Facilitate marketing and promotional activities that support local events both new and existing. Signoff Authority: Manager Corporate Communications	 91%	<p>During the reporting period Council's communications team promoted Australia Day and other planned community events through social media, videos, e-news, the website and advertising.</p> <p>As a result of most planned community events being suspended from February/March, due to the COVID-19 crisis, the team focused resources on providing urgent assistance across the organisation to promote various online events such as business webinars, livestreaming of library storytimes and online children's activities through the Life Online web portal. In particular Life Online was set up within two weeks in April to provide Council services online, promote online events, as well as free entertainment and business webinars. Community feedback on these innovations has been very positive.</p>
E3.1.1.2	Commence key actions identified in the Ku-ring-gai Destination Management Plan. Signoff Authority: Director Community	 100%	<p>Progress through the reporting period included the implementation of Council's Destination Management Plan, Strategic Directions for Council have been established and analysis of assets has been completed. Programs have been developed around:</p> <ul style="list-style-type: none"> * Nature Based Experiences * History and Culture * Festivals and Events * Recreation and Leisure * Hospitality and Retail. <p>Additionally interactive maps have been developed and the Destination Network path has been scoped. Consultation was also undertaken with Destination NSW which has supported the creation of a Ku-ring-gai Destination Network and engagement with support services available from Destination NSW.</p>
Key Achievements			
* Ku-ring-gai Destination Strategic Directions.		* Ku-ring-gai Asset and Product Analysis.	
* Destination Network Strategy.			



THEME 6 LEADERSHIP AND GOVERNANCE

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

Performance summary



Key achievements






- Council's Annual Report for the 2018-2019 financial year received a gold award from the Australasian Reporting Awards for excellence in report content and presentation.
- Successful completion of the acquisition of 58 Stanley Street, St Ives which will form a new local park.
- Development of the Climate Change Policy and Action Plan as well as the adoption of the Recreation in Natural Areas Strategy.
- Successful transition of staff to work from home in a short timeframe, due to the COVID-19 restrictions, whilst continuing to maintain customer service standards for residents and customers.
- Successfully facilitated major changes to the way Council operated in response to COVID-19 restrictions including enhancing remote working capacity, enabling video conferencing and expanding hardware and software requirements to meet changing demands.
- Successfully communicated important health, safety and service information to the community during the period, initially in response to the bushfire crisis and storm damage and followed by the COVID-19 pandemic. This particularly included information alerting the community to public health and safety advice, changes to council services and other organisational contacts.
- A revised Resourcing Strategy, Delivery Program 2018-2021 and Operational Plan 2020-2021, including Fees and Charges was adopted by Council.







Challenges

- The financial performance for the 2019/20 financial year has been regularly reviewed and monitored throughout the year. The budget was adjusted for the estimated financial impact of COVID-19 at the March quarterly budget review and the June quarterly budget review will be undertaken in the second half of July. It is expected that Council will finish the year with a satisfactory operating result and within allocated budgets.
- As a result of the COVID-19 pandemic, the NSW Government postponed all NSW local government elections until September 2021. This will alter some reporting and delivery timeframes across the organisation.





Performance indicators

Financial indicators are subject to completion of the end of financial year review and external audit review and will be reported to Council as part of the Draft Financial Statements for 2019/20).


Code	Description	Baseline	Yearly Target	Units	Achieved Amount	Progress Trend	Performance
L1.1.1.A	Percentage of Operational Plan tasks completed.	In 2016/17, 89% Operational Plan tasks were completed. (Source: Council records)	89	%	76	Monitor	 Not achieved due to COVID-19 restrictions
Comment: COVID-19 has impacted the completion of some tasks in the Operational Plan 2019 – 2020.							
L1.1.2.A	Percentage of policies reviewed within 12 months of their due date.	New measure: 70% of policies to be reviewed within 12 months of their due date.	70	%	61	Monitor	
Comment: In 2019/20, 31 policies were identified for review within 12 months. Of these, 19 were reviewed. Although the target figure of 70% was not achieved, the figure has almost tripled during this period compared with the previous financial year. The Policy Review project progressed well in the first three quarters of the period. As the COVID-19 pandemic evolved, and managers focused on more urgent priorities, the progress of these reviews slowed affecting results.							
L1.1.3.A	Number of active partnerships/collaborations Council has with external stakeholders.	In 2018/19, Council had 40 active partnerships and collaborations with external stakeholders. (Source: Council)	40	Partnerships/ collaborations	40	Monitor	
L2.1.1.A	Occupancy rate of Council property portfolio.	In 2016/17, the occupancy rate for Council's property portfolio was 100%. (Source: Council records)	100	%	100	Increased	
Comment: 2804 sqm of vacant commercial office space was leased at 828 Pacific Highway, resulting in 100% building occupancy. Old Headmasters Cottage at St Ives has also been leased to a restaurant operator. Various rent relief measures were offered to tenants who have demonstrated hardship during the COVID-19 pandemic.							
L2.1.1.B	Debt Service Ratio (Council's ability to service debt).	In 2016/17, the debt service ratio was less than 4%. (Source: Council's	4	%	0.85	Maintain	

		Financial Statements)					
L2.1.1.C	Working Capital.	In 2016/17, working capital was greater than \$4 million. (Source: Council's Financial Statements)	4	\$ million	5	Maintain	
L2.1.1.D	Unrestricted Current Ratio (liquidity).	In 2016/17, Council's unrestricted current ratio target was 2.0. (Source: Council's Financial Statements)	2	Ratio	3.65	Maintain	
L2.1.2.A	Rates and Annual Charges Coverage Percentage (dependence on rates income).	In 2016/17, the Rates and Annual Charges Coverage Percentage was less than 60%. (Source: Council's Financial Statements)	60	%	57	Maintain	
L2.1.2.B	Rates Outstanding Percentage (impact of uncollected rates on Council's liquidity).	In 2016/17, the Rates Outstanding Percentage was less than 4%. (Source: Council's Financial Statements)	4	%	4.12	Increased	 Not achieved due to COVID-19 restrictions
Comment: There is a modest increase over the yearly target due to additional uncollected rates at the end of financial year as a result of delays in payments by a number of ratepayers due to COVID-19. Despite exceeding Council's own target, the ratio is below the 5% target set by the Code of Accounting Practice and Financial Reporting.							
L2.1.2.C	Percentage of invoices paid to small businesses within 30 days from invoice date.	In 2016/17, 93% of invoices were paid to small businesses within 30 days from invoice date. (Source: Council records)	93	%	93	Monitor	
L2.1.3.A	Building and Infrastructure Renewals Funding Ratio.	In 2016/17, the Building and Infrastructure Renewals Ratio was 74%. (Source: Council's Financial Statements)	74	%	86.36	Increased	
Comment: A ratio of 86% indicates that the amount spent on renewing infrastructure assets is lower than the amount of depreciation. The ratio is an improvement on the 74% baseline and yearly target due to additional renewal expenditure on major projects capitalised at the end of financial year. Part of the renewal expenditure has been recognised in work in progress which does							

not form part of the ratio calculation. This places the ratio below the benchmark of >100% set by the Code of Accounting Practice and Financial Reporting. Council will continue to focus on appropriate asset standards for renewal of its assets and prioritise renewal capital works program.

L3.1.1.A	Percentage of Risk Management Reports presented to quarterly Audit Committee meetings consistent with Council's Enterprise Risk Management Framework.	In 2016/17, 100% of reports were presented to the Audit Committee. (Source: Council records)	100	%	100	Stable	
L3.1.2.A	Council's Business Papers are accessible via Council's website in a timely manner.	In 2016/17, 100% of business papers were accessible via Council's website within a timely manner. (Source: Council)	100	%	100	Stable	
L3.1.2.B	Percentage of requests for information applications completed within statutory timeframes.	In 2016/17, 100% of requests for information applications were completed within statutory timeframes. (Source: Council)	100	%	100	Stable	
L3.1.2.C	Percentage of Council's policies accessible via Council's website.	In 2016/17, 98% of Council's policies were accessible via the website. (Source: Council)	98	%	82	Monitor	






Comment: Council has 63 policies identified for internal and external distribution. Of these, 53 are accessible via Council's website. Two policies identified for internal use are also available on the website (Procurement and Investment Policies). The Policy Review project progressed well in the first three quarters of the period. As the COVID-19 pandemic evolved, and managers focused on more urgent priorities, the progress of these reviews slowed affecting results.



L3.1.4.A	Percentage turnover rate for permanent employees.	In 2016/17, there was an 11% turnover rate for permanent employees. (Source: Council)	11	%	12	Monitor	
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Comment: A 12% turnover rate is very close to the yearly target, and consistent with long term retention goals.

L3.1.4.B	Percentage change in Lost Time Injuries per year.	In 2016/17, there was a 22% reduction in lost time injuries. (Source: Council)	22	%	80 (reduction compared to the previous financial year)	Monitor	
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Comment: Lost Time Injuries were observed to be on a decline in 2019/2020 due to a decrease in injury severity. The decline was complemented by refined and targeted injury management strategies compared to previous financial years.

L3.1.4.C	Percentage of staff participation in learning and development activities.	In 2016/17, 50% of staff completed accredited training courses or attended approved learning and development sessions. (Source: Council)	50	%	63	Monitor	
<p>Comment: All non-essential training including the Leadership Development Program seminars planned for 2020 were cancelled. There was a significant reduction in external training in the last quarter of 2019/20. A hand hygiene/social distancing eLearning module was included in Council's eLearning induction program. Compulsory work, health and safety training was delivered with social distancing and reduced class numbers.</p>							
L3.1.4.D	Computer network availability.	In 2016/17, Council's computer network was available 98% of the time to internal and external customers. (Source: Council)	98	%	98.86	Stable	
<p>Comment: This figure takes into account outages due to a core network switch failure, the storm event as well as monthly scheduled maintenance. Capacity and performance of the network and internet link have proven to be robust and reliable even with most staff working from home due to the COVID-19 Public Health Order (2020) in place restricting movement and gathering.</p>							
L3.1.4.E	Customer service enquiries responded to within agreed service delivery standard.	In 2016/17, 85% of customer service enquiries were responded to within agreed service delivery standards. (Source: Council)	85	%	92.3	Increased	
L3.1.4.F	Customer requests actioned within agreed service delivery standard.	In 2016/17, 85% of customer service enquiries were actioned within agreed service delivery standards. (Source: Council)	85	%	87.5	Monitor	
L4.1.1.A	Number of participants in community engagement activities facilitated by Council.	In 2018/19, there were 5,500 participants in community engagement activities facilitated by Council. (Source: Council)	5,500	Participants	4,500	Monitor	


Comment: Community engagement is usually project based and the number of people involved depends on the nature of the projects being undertaken.							
L4.1.1.B	Number of people following the Ku-ring-gai Council Facebook page and Twitter account.	In 2016/17, there were 7,292 people following Council's Facebook page and 2,721 following the Twitter account. (Source: Council)	7,292	People	14,726	Increasing	
Comment: The large increase in followers is due to storm emergencies and the COVID-19 health crisis.							
L4.1.1.C	Number of people subscribed to Council newsletters.	In 2018/19, there were 47,678 people subscribed to Council newsletters. (Source: Council)	47,678	People	48,183	Increasing	
Comment: Council produces a wide variety of targeted newsletters including those focusing on sustainability, library and arts services, business, children and youth services, events and projects.							

Full progress report



Issue: L1: Leadership



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

Term Achievement

Code	Description	Progress
L1.1.1	The priorities of our community are reflected in the Ku-ring-gai Community Strategic Plan and inform Council's policy development, decision-making and program delivery. <i>Signoff Authority: General Manager</i>	
Comments		
<p>Progressed generally as scheduled with the exception of the End of Term Report, which has been rescheduled. The community's long term objectives contained in the Community Strategic Plan 'Our Ku-ring-gai 2038' continued to inform and guide Council's decision-making and the delivery of services, projects and actions through the Delivery Program and Operational Plan.</p> <p>Reason</p> <p>Due to the NSW Government's decision to postpone local government elections until September 2021, preparation of Council's End of Term Report will need to be commenced in 2020/21 and preparation of the next Community Strategic Plan and associated Integrated Planning documents are now scheduled for 2021/22.</p> <p>Remedial Action</p> <p>Preparation of the End of Term Report has been carried over to the adopted Operational Plan 2020-2021.</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
L1.1.1.1	Communicate Council's planning and reporting to external stakeholders including issues, challenges and opportunities affecting the achievement of agreed outcomes for Ku-ring-gai. <i>Signoff Authority: Manager Governance & Corporate Strategy</i>	 100%	Key issues and challenges communicated during the six month period included Council's responses to the 2019/20 bushfires emergency, recovery from local storm damage and changes to Council's services and operations resulting from the Federal and State government's policy directions related to the COVID-19 pandemic. Extensive communication also occurred through: * Weekly media releases on Council's website and subscriber e-news * Regular mayoral messages * Summary of Council meeting decisions * Results of the December Biannual review of the 2019/20 Operational Plan, which was presented to Council in March * Awareness and communication campaigns related to public exhibition of new policies and plans. This included the draft Revised Delivery Program and Operational Plan, draft Housing Strategy, draft Play Space Strategy, draft Consolidating Development Control Plan, draft Climate Change Policy 2020 and Towards Net Zero Emissions 2030 Action Plan.
L1.1.1.2	Prepare Integrated Planning and Reporting documents including the Delivery Program, Operational Plan and Resourcing Strategy. <i>Signoff Authority: Manager Governance & Corporate Strategy</i>	 100%	A revised Resourcing Strategy was adopted by Council at its Ordinary Meeting of 28 April 2020. A Revised Delivery Program 2018-2021 and draft Operational Plan 2020-2021, including Fees and Charges was exhibited April to May, and adopted by Council at its Ordinary Meeting of 30 June 2020.

L1.1.1.3	Complete all statutory reporting required under the Local Government Act, 1993 and Integrated Planning and Reporting Framework. Signoff Authority: <i>Manager Governance & Corporate Strategy</i>	 100%	All required statutory reporting was completed for the period. This included reporting to Council on the six month December bi-annual review of the Delivery Program 2018-2021 and Operational Plan 2019-2020. Results of the December biannual review included: * 95% of one year tasks were progressed to schedule with 1.5% completed and 3.5% behind schedule * 98% of three year term achievements were progressed to schedule with 2% behind schedule.
L1.1.1.4	Report on the progress of the adopted Community Strategic Plan and Council's Delivery Program 2018 - 2021 through the Annual Report. Signoff Authority: <i>Manager Governance & Corporate Strategy</i>	 100%	Completed previous reporting period. The Annual Report 2018-2019 was completed during the previous six month reporting period and submitted to the Minister for Local Government within statutory reporting timeframes. In June 2020 Council was again successful in receiving a gold award from the Australasian Reporting Awards for the quality of its report.

Key Achievements


Council's Annual Report for the 2018-2019 financial year received a gold award from the Australasian Reporting Awards for excellence in report content and presentation.

L1.1.1.5	Prepare an End of Term Report under the Local Government Act, 1993 and Integrated Planning and Reporting Framework. Signoff Authority: <i>Manager Governance & Corporate Strategy</i>	 50%	Under the Local Government Act an End of Term (EOT) Report is required to be prepared for an outgoing Council, in the year of a Council election. Reason Following the NSW Government's decision to postpone the NSW local government elections until September 2021 the EOT Report is not required to be prepared until 2021. Remedial Action Preparation of the End of Term Report has been carried over to the Operational Plan 2020-2021.
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Challenges

As a result of the COVID-19 pandemic, the NSW Government has postponed all NSW local government elections until September 2021. This will alter some Integrated Planning and Reporting timelines in 2020 – 2021.


Term Achievement

Code	Description	Progress
L1.1.2	Council leads the community by advocating, influencing and participating in policy development to the benefit of the local area. Signoff Authority: <i>General Manager</i>	
Comments		
Progressed generally as scheduled with a changing focus during the period to address the ongoing bushfire emergency and storm damage followed by the COVID-19 pandemic. Council continued to proactively advocate for the community and address policy matters at state and regional levels through participation on representative groups, committees and staff working groups.		


Operational Plan Tasks

Code	Description	Progress	Comments
L1.1.2.1	Proactively participate in and respond to Government policy development and reforms affecting Ku-ring-gai at state and regional levels aligned with the adopted Community Strategic Plan. Signoff Authority: <i>Manager Governance & Corporate Strategy</i>	 100%	Councillors and Council officers continued to participate in, advocate for and respond to policy development and legislative change affecting Ku-ring-gai through Council resolution, state and regional representative groups and committees. Key responses included: * obtaining NSW government endorsement to Council's Local Strategic Planning Statement * preparing and exhibiting a draft Housing Strategy in response to the regional North District Plan * responding to NSW government Native Title and POM requirements * implementing relevant Federal and State government measures to slow the COVID-19 pandemic in NSW * advocating on behalf of the Ku-ring-gai community and Council for NSW and Federal government support during the pandemic.

Term Achievement

Code	Description	Progress
L1.1.3	Partnerships are established with government agencies, regional and local organisations and community groups and are working to achieve Ku-ring-gai's community outcomes. Signoff Authority: <i>General Manager</i>	
Comments		
Progressed generally as scheduled with a changing focus during the period to address the ongoing bushfire emergency and storm damage followed by the COVID-19 pandemic. Despite these emergency events, Council continued pursuing new and supporting existing partnership arrangements with agencies, organisations and community groups for the benefit of the Ku-ring-gai community.		


Operational Plan Tasks

Code	Description	Progress	Comments
L1.1.3.1	Pursue opportunities for partnership arrangements with other agencies, organisations and community groups that provide tangible benefits to the local area. Signoff Authority: <i>Manager Governance & Corporate Strategy</i>	 100%	During the reporting period partnership arrangements were particularly focused on addressing the ongoing bushfire emergency and storm damage followed by the COVID-19 pandemic. From March this included information sharing and liaison with government agencies on health and safety matters and support to community groups and organisations regarding the temporary closure of community buildings and facilities, sportsgrounds and playgrounds. In addition Council provided assistance to essential service deliveries for older and more vulnerable Ku-ring-gai residents. Council also continued pursuing new and supporting existing partnership arrangements with agencies, organisations and community groups for the benefit of the Ku-ring-gai community.






Issue: L2: Financial capacity and sustainability

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

Term Achievement


Code	Description	Progress
L2.1.1	Council maintains and improves its long term financial position and performance. <i>Signoff Authority: Director Corporate</i>	
Comments		
<p>Progressed as scheduled. Council's 2020/21 annual budget and the Long Term Financial Plan (LTFP), including financial assumptions, forecasts and key targets, were reviewed and adopted prior to the end of June. As part of the budgeting process, Council's current funding strategy was reviewed in line with the new long term estimates. The current strategy will continue to focus on appropriate assets standards and prioritise renewal capital works programs. The financial performance for the 2019/20 financial year has been regularly reviewed and is monitored through the year. The budget was adjusted for the estimated financial impact of COVID-19 at the March quarterly budget review and the June quarterly budget review is undertaken in the second half of July. It is expected that Council will finish the year with a satisfactory operating result and within allocated budgets. Council's final end of year results are subject to external audit in the first half of August. A detailed report to Council on the Financial Statements and performance against budget is scheduled for September.</p>		

Operational Plan Tasks



Code	Description	Progress	Comments
L2.1.1.1	Review Long Term Financial Plan based on 10 year forecasts as part of the Resourcing Strategy. <i>Signoff Authority: Manager Finance</i>	 100%	Completed previous reporting period.
L2.1.1.2	Achieve financial sustainability targets identified in the Long Term Financial Plan. <i>Signoff Authority: Manager Finance</i>	 100%	Completed previous reporting period.
L2.1.1.3	Ensure Council maintains its financial position by meeting overall budget performance. <i>Signoff Authority: Manager Finance</i>	 100%	The financial performance for the 2019/20 financial year has been regularly reviewed and is monitored throughout the year. The budget was adjusted for the estimated financial impact of the COVID-19 pandemic at the March quarterly budget review and the June quarterly budget review was undertaken in the second half of June. It is expected that Council will finish the year with a satisfactory operating result and within allocated budgets. Council's final end of year results are subject to external audit in the first half of August. A detailed report to Council on the Financial Statements and performance against budget is scheduled for September.
L2.1.1.4	Progress Council approved property acquisitions and divestments. <i>Signoff Authority: Manager Property</i>	 100%	Council successfully completed the acquisition of 58 Stanley Street, St Ives on 9 June 2020. Other acquisitions and divestments are proceeding satisfactorily with timeframes extending beyond the 2019/2020 financial year.
Key Achievements			
Successful completion of the acquisition of 58 Stanley Street, St Ives which will form a new local park.			
L2.1.1.5	Improve financial returns from Council's property portfolio.		Commercial and road leases entered into during 2019/2020 were concluded on the basis of market rent applying.

	Signoff Authority: Manager Property	100%	
Key Achievements			
Achieved above market rental for the Headmasters Cottage in St Ives to a food and beverage tenant following an unsuccessful Tender process via a third party agent.			


Term Achievement

Code	Description	Progress
L2.1.2	Council's income and expenditure meets the needs of the community. Signoff Authority: Director Corporate	
Comments		
<p>Progressed as scheduled. The 2019/20 financial year has closed and the end of year financial performance is being currently reviewed. The budget was adjusted for the estimated financial impact of COVID-19 at the March quarterly budget review. It is expected that Council will finish the year with a satisfactory operating result and within allocated adjusted budgets. End of financial year analysis will be reported to Council as part of the Annual Financial Statements reporting.</p> <p>Further analysis and information on any implications and the need for amendments to next year's budget are currently being performed and will be reflected as part of the September Quarterly Budget Review 2020/21.</p>		

Operational Plan Tasks

Code	Description	Progress	Comments
L2.1.2.1	Monitor expenditure to ensure it is in accordance with agreed priorities of the community. Signoff Authority: Manager Finance	 100%	Actual income and expenditure continued to be monitored against budget on a monthly basis. Material variations and abnormal trends were raised with the relevant departments. Monthly financial reports comparing actuals to budget were provided to management for review and information. Further discussions on budget performance were held with each department on a quarterly basis.
L2.1.2.2	Continue to analyse opportunities for sustainable increases to Council's income. Signoff Authority: Manager Property	 100%	A draft licence for the Tree Tops adventure course was provided to the proposed licensee for review and comment. Senior management approved a recommendation for a licence to be issued to TOMRA for a Reverse Vending Machine at East Killara. Commercial terms were agreed to along with general occupancy conditions. A licence will be prepared for execution. Both projects have advanced satisfactorily with timeframes extending beyond the 2019/2020 financial year.

Term Achievement

Code	Description	Progress
L2.1.3	Council maintains its commitment to infrastructure asset management priorities. Signoff Authority: Director Corporate	
Comments		
Progressed as scheduled. Council's infrastructure asset management priorities are managed in accordance with the adopted Asset Management Policy and Strategy, with reviews of several key asset management plans and the adopted Asset Management Strategy completed, along with reviews and updates to Council's current and future capital works plans to balance the management of financial resources with the delivery of key community services.		


Operational Plan Tasks

Code	Description	Progress	Comments
L2.1.3.1	Identify available funding sources in the Long Term Financial Plan and allocate to priority projects and assets. Signoff Authority: <i>Manager Finance</i>	<input checked="" type="checkbox"/> 100%	Available funding sources have been identified as part of the Long Term Financial Plan (LTFP) review where funding has been allocated to priority projects and assets. The LTFP was finalised as part of the revised Resourcing Strategy and draft Delivery Program 2018-2021 and Operational Plan 2020-2021 which were adopted by Council in April 2020.
L2.1.3.2	Review the Asset Management Strategy as part of Council's adopted Resourcing Strategy. Signoff Authority: <i>Manager Technical Services</i>	<input checked="" type="checkbox"/> 100%	A review of the Asset Management Strategy was completed in conjunction with Finance and Integrated Planning and Reporting as part of the annual review of the Resourcing Strategy.
L2.1.3.3	Achieve asset management targets identified in Resourcing Strategy. Signoff Authority: <i>Manager Technical Services</i>	<input checked="" type="checkbox"/> 100%	Asset management targets identified in Council's adopted Resourcing Strategy were met at 30 June 2020.
L2.1.3.4	Oversee the delivery of the Asset Management Steering Group Program Plan. Signoff Authority: <i>Director Operations</i>	<input checked="" type="checkbox"/> 100%	The current Asset Management Steering Group Improvement Plan is progressing generally to schedule within available resources. As a result of the organisational restructure in 2018, work required and responsibilities for the Asset Management Strategy and Policy and strategic asset management generally across the organisation need to be reviewed and clarified against Integrated Planning and Reporting, financial reporting, asset management and other legislative and regulatory requirements. This review needs to include the role of the current Asset Management Steering Group going forward.





Issue: L3: Good governance and management



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

Term Achievement


Code	Description	Progress
L3.1.1	Integrated risk management, compliance and internal control systems are in place to identify, assess, monitor and manage risks throughout the organisation. Signoff Authority: <i>Director Corporate</i>	
Comments		
Progressed generally as scheduled. Council continued to maintain compliant and effective systems to manage its responsibilities across the following areas; enterprise risk, internal audit, insurance and Workplace Health and Safety (WHS). The delivery of the Internal Audit Service is ongoing.		

Operational Plan Tasks





Code	Description	Progress	Comments
L3.1.1.1	<p>Manage and coordinate a compliant and effective Enterprise Risk Management system.</p> <p>Signoff Authority: <i>Manager People & Culture</i></p>	 100%	<p>Council continued to effectively manage and monitor its risk portfolio.</p> <p>Council undertook a comprehensive consultation process in order to further refine and improve our risk management foundations. The focus moving forward is to finalise, adopt and embed the revised Enterprise Risk Management (ERM) methodology and supporting documentation including a Risk Management Policy, ERM Strategy & Risk Appetite Statement (RAS).</p>
L3.1.1.2	<p>Manage, coordinate, support and facilitate the effective operation of Councils Internal Audit function.</p> <p>Signoff Authority: <i>Manager People & Culture</i></p>	 100%	<p>Council continued to maintain an effective and compliant internal audit function.</p> <p>Despite some setbacks due to the COVID-19 pandemic the integrity of the internal audit plan has been maintained.</p> <p>Internal audit has been involved in Council's enterprise wide risk management and business continuity workshops and completed a high level review of recommendations made by the Independent Commission Against Corruption (ICAC) on COVID-19 corruption risks for the Audit, Risk and Improvement Committee (ARIC).</p> <p>A survey of internal audit's effectiveness has been recently completed by the ARIC and management attendees and tabled at the June ARIC meeting. There were no concerns raised.</p> <p>The Shared Service Agreement has been re-negotiated for a further two years with Ku-ring-gai to remain as host council.</p>
L3.1.1.3	<p>Coordinate, support and facilitate the effective management of Council's Insurance portfolio.</p> <p>Signoff Authority: <i>Manager People & Culture</i></p>	 100%	<p>Council continued to effectively manage its insurance portfolio.</p> <p>An unusual influx of public liability (PL) claim lodgements was observed since December 2019 with a higher volume of claim lodgements in the first quarter in 2020. An unprecedented low number of claim lodgements was also observed in the second quarter, in particular in April 2020, which correlates with the COVID-19 pandemic.</p> <p>Ongoing improvements are being made to Council's injury management and work health and safety programs.</p>
L3.1.1.4	<p>Manage and coordinate a compliant and effective Workplace, Health and Safety (WHS) Management System.</p> <p>Signoff Authority: <i>Manager People & Culture</i></p>	 100%	<p>Council continued to maintain an effective and compliant Workplace, Health and Safety (WHS) Management System.</p> <p>While a number of WHS continuous improvement initiatives were delayed due to the COVID-19 pandemic, Council focused resources on providing support to management and staff during and/or post four major emergency events since late 2019 into 2020 under its WHS program. These included the Sydney bushfires, two large storm events and the COVID-19 pandemic.</p> <p>Council formed a Crisis Management Team (CMT) comprising of the General Manager, Directors and senior managers that meets at least weekly or as frequently as required to continually assess the COVID-19 pandemic, as new information is received and new situations develop internally and/or externally.</p> <p>In early 2020, Council also completed two initiatives under the wellness program including Skin Screening and flu vaccinations.</p>






			Council continued to offer the Employee Assistant Program (EAP) through our provider AccessEAP to support staff and their family members through situations and challenges that may or may not be related to the pandemic.
Key Achievements			
<p>A number of initiatives were conducted under Council's WHS program including:</p> <ul style="list-style-type: none"> * Review of emergency management procedure and personnel coverage with the assistance of site chief wardens. * Review of first aid requirements in ensuring appropriate cover during the COVID-19 pandemic. * Arrangement and distribution of additional PPE for first aid kits through procurement. * Development of first aid kit register. * Development and distribution of risk and WHS alerts and notices on a regular basis to provide updates on the latest developments from the State and Federal government perspective, as well as useful links to relevant reputable sources of information, regarding COVID-19. 			
L3.1.1.5	<p>Coordinate the efficient and effective delivery of the North Shore Councils Internal Audit Service.</p> <p>Signoff Authority: <i>Manager People & Culture</i></p>	 100%	<p>Council continued to efficiently and effectively deliver the North Shore Internal Audit service.</p> <p>Despite some setbacks due to the COVID-19 pandemic, internal audits have either been completed, planned for or still progressing. The ARIC have all been attended as scheduled for every council.</p> <p>A survey of internal audits effectiveness has been recently completed by the ARIC and management attendees for all councils that will be tabled at forthcoming meetings. There were no concerns raised to date with positive feedback received.</p> <p>The Shared Service Agreement has been re-negotiated for a further 2 years with all Councils agreeing to Ku-ring-gai remaining as host council.</p>
L3.1.1.6	<p>Facilitate the design, development and delivery of Council's Project Management Framework.</p> <p>Signoff Authority: <i>Manager People & Culture</i></p>	 95%	<p>Council continued the consultation process and communication activities in order to finalise outstanding items from Phase 1 of the project.</p>


Term Achievement

Code	Description	Progress
L3.1.2	<p>Council's Governance framework is developed to ensure probity and transparency.</p> <p>Signoff Authority: <i>Director Corporate</i></p>	
Comments		
<p>Progressed generally as scheduled. During this period, Council has responded to numerous legislative amendments and requirements due to firstly the bushfires, then the COVID-19 pandemic. The Governance team has overseen compliance on these changes and communicated appropriate information to Councillors, staff and the Audit, Risk and Improvement Committee (ARIC). The 2020 Ordinary Local Government Election was postponed to 4 September 2021 due to the COVID-19 crisis. Council will recommence discussions with the NSW Electoral Commission towards the end of 2020. Council and Committee Meetings have been held virtually in accordance with the revised legislation, codes and guidelines issued by the Office of Local Government (OLG). All other governance reporting and compliance requirements have been met during the period.</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.2.1	<p>Ensure that Council and Committee Meetings are managed effectively and in accordance with relevant legislation, codes and guidelines.</p> <p>Signoff Authority: <i>Manager Governance & Corporate Strategy</i></p>	 90%	<p>During the first half of the reporting period Council and Committee Meetings were held in the Chambers building in accordance with the revised legislation, codes and guidelines issued by the Office of Local Government (OLG).</p> <p>From April, due to the COVID-19 restrictions, changes were made to Public Forums and Council meetings. This included:</p> <ul style="list-style-type: none"> * Council meetings conducted online through a live streaming service with members of the public able to observe Council meetings through Council's live stream page. * the suspension of monthly Public Forums with members of the public able to address Council a written or online submission, video recording or audio recording. * committee meetings conducted online or with appropriate social distancing. <p>These changes were widely communicated to the community and successfully implemented.</p> <p>Reason The planned delivery of this task was affected by COVID-19 restrictions from March to June 2020.</p> <p>Remedial Action The task is included in the adopted Operational Plan for 2020/21.</p>
L3.1.2.2	<p>Facilitate training and professional development opportunities for councillors.</p> <p>Signoff Authority: <i>Director Corporate</i></p>	 100%	<p>Individual Professional Development Plans were prepared for councillors with three councillors taking advantage of the opportunity to acquire new skills and knowledge associated with their roles as elected representatives. This training was done virtually due to COVID-19 restrictions on gatherings.</p> <p>Positive action was taken to increase the budget for 2019/20 to facilitate training and professional development opportunities for councillors. Council adopted an Annual Program of Conferences to streamline the administrative process when organising delegate attendance at local government sector run events.</p>
L3.1.2.3	<p>Ensure appropriate management of Council information to effectively comply with the Government Information (Public Access) Act, 2009, Privacy and Personal Information Protection, Act 1998 and Health Records and Information Privacy Act, 2002.</p> <p>Signoff Authority: <i>Manager Governance & Corporate Strategy</i></p>	 100%	<p>During the reporting period, Council received 11 formal GIPA applications and 604 informal applications for access to Council information. All formal applications were determined within statutory time frames. Council did not receive any reviews under the Privacy and Personal Information Protection of the Health Records and Information Privacy Act for the reporting period.</p>
L3.1.2.4	<p>Monitor Council's compliance in regards to legislative changes and other relevant guidance.</p> <p>Signoff Authority: <i>Director Corporate</i></p>	 100%	<p>Quarterly reports were presented to the June 2020 Audit, Risk and Improvement Committee to monitor compliance and assist the Committee in reviewing Council's performance in relation to external accountability and legislative compliance obligations. These included:</p> <ul style="list-style-type: none"> - Compliance and Reporting Requirements - a summary of actions taken against compliance and reporting requirements listed in the Calendar of Reporting and Compliance Obligations provided by the Office of Local Government.



			<p>- Summary of Relevant Circulars, Legislative Updates and Matters Arising – a summary of actions taken by responsible managers in regard to relevant circulars, legislation and other matters arising that impact the local government sector.</p> <p>- Overview report of individual obligations under the Privacy and Personal Information Protection Act (PPIPA) 1998, Government Information Public Access Act.</p>
L3.1.2.5	<p>Maintain a policy review program to ensure the currency of all policy documents.</p> <p>Signoff Authority: <i>Manager Governance & Corporate Strategy</i></p>	 100%	<p>An organisation-wide review of council policies is ongoing to ensure policies are up to date and consistent with current legislative and regulatory requirements. Senior management receive regular reports outlining policies that are due to be reviewed. Seven policies were updated during the reporting period.</p>
L3.1.2.6	<p>Oversee the regular review and update of Council's public registers.</p> <p>Signoff Authority: <i>Manager Governance & Corporate Strategy</i></p>	 100%	<p>Council's public registers continued to be maintained through myCouncil. Further improvements to the system were scoped for development. Staff investigations were undertaken into acquiring solutions from external providers and several demonstration sessions were attended during the reporting period. Other Councils were also engaged to see what solutions and systems they have in place and also their experience in working with the solutions provided by external providers.</p>
L3.1.2.7	<p>Business and decision-making systems and processes continue to be aligned with the Integrated Planning Framework objectives.</p> <p>Signoff Authority: <i>Manager Governance & Corporate Strategy</i></p>	 100%	<p>The findings and recommendations of recent reviews of the organisation's information systems, customer service, service delivery and resource planning continued to be assessed for implementation through Council's future Delivery Program and Operational Plans.</p>
L3.1.2.8	<p>Coordinate, support and facilitate effective probity around procurement, undertaking the Leap Program to enable process improvement.</p> <p>Signoff Authority: <i>Manager Procurement & Contracts</i></p>	 95%	<p>The majority of work for the Contract Management Framework was completed during the period and is currently in the final stage of the process.</p> <p>The framework was reviewed with findings and revisions to be made to documents tailored to Councils requirements.</p>
L3.1.2.9	<p>Comply with the requirements of the Local Government Act and Regulations.</p> <p>Signoff Authority: <i>Director Corporate</i></p>	 100%	<p>During the reporting period Council continued its compliance with the provisions of the Local Government Act and Regulations. A number of short term amendments were made to the Local Government Act and Regulations in respect to the COVID-19 pandemic and where applicable, these changes were incorporated into Council's practices during the period. Any changes to the Act and Regulations are reported through the appropriate officer/s and to the Audit, Risk and Improvement Committee.</p>


L3.1.2.10	<p>Liaise with the NSW Electoral Commission in regard to the conduct of the 2020 Ordinary Local Government Elections.</p> <p>Signoff Authority: <i>Director Corporate</i></p>	 75%	<p>The 2020 Ordinary Local Government Election was postponed to September 2021 due to the COVID-19 crisis. Council will recommence discussions with the NSW Electoral Commission towards the end of 2020.</p> <p>Reason The planned delivery of this task was affected by COVID-19 restrictions from March to June 2020.</p> <p>Remedial Action The task is included in the adopted Operational Plan for 2020/21.</p>
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Term Achievement


Code	Description	Progress
L3.1.3	<p>Sustainability is integrated into Council's business framework.</p> <p>Signoff Authority: <i>Director Strategy & Environment</i></p>	
Comments		
<p>Progressed within the limits imposed by the COVID-19 restrictions. Despite some limits imposed on one task sustainability continued to be integrated into Council's business framework through the implementation of environmental management training for staff; environmental plans, policies and strategies; environmental risk management processes; environmental assessment and Council's corporate sustainability program.</p>		

Operational Plan Tasks


Code	Description	Progress	Comments
L3.1.3.1	<p>Implement the Corporate Sustainability Action Plan and corporate sustainability program.</p> <p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	 85%	<p>Despite the postponement of all events from the calendar in mid-March, our team has continued to make progress on the goals of the Corporate Sustainability Action Plan (CSAP).</p> <p>We have worked with the Council Waste Services Team to put a contract in place with ORG waste services, who will commence organic waste collection from a small number of sites in the coming months. This will begin with sites including the Wildflower Garden, Sports & Aquatic Centre and Depot. This is a key part in delivering the Single-Use Plastic Policy and Sustainable Event Management Policy as we will be moving to 100% compostable ware at events. This will ensure that they are responsibly disposed of and do not contribute to landfill.</p> <p>Planning also progressed to provide relevant teams across Council with their own 'Sustainable Events Kit' to assist them with hosting events, meetings and catering without using single-use plastics. A total of 23 kits will be distributed and all Executive Assistants have been briefed on this upcoming change.</p> <p>A staff collection drive was held for school uniforms in February, which were donated to local small business Sustainable Schoolwear and will be recycled into new uniforms.</p> <p>Once restrictions on events ease, we will continue to support staff and the community to implement the requirements of the policies moving forward.</p> <p>Reason The planned delivery of this task was affected by COVID-19 restrictions from March to June 2020.</p> <p>Remedial Action The task is included in the adopted Operational Plan for 2020/21.</p>
L3.1.3.2	<p>Utilise the sustainability data management and reporting system to</p>	 100%	<p>Monitoring of Council's sustainability data management systems is ongoing, with reactive works undertaken to resolve problems picked up by the</p>




	inform investment and management priorities. Signoff Authority: <i>Manager Environment & Sustainability</i>		Envizi system, Ku-ring-gai Fitness and Aquatic Centre (KFAC) building management system, Gordon Library building management system, and the Sunny Portal Solar PV monitoring system. These systems also continue to be used for evaluating the performance of energy efficiency upgrades and initiatives. In the most recent reporting period an audit of utility metering for small-market sites was completed allowing upgrades to smart metering and monitoring of small and medium sites to commence. A specification and request for quotation for the installation of Building Management Systems was also completed for the Depot, Bridge Street Administration Building, Turramurra Library, and St Ives Library.
L3.1.3.3	Review and implement policies, strategies and plans to advance sustainability and environmental management. Signoff Authority: <i>Director Strategy & Environment</i>	 100%	Council continued to review and develop policies, strategies and plans to advance sustainability and environmental management. In the most recent reporting period, Council updated its Climate Change Policy and Action Plan and placed the documents on public exhibition with a final Council report to be submitted in July for adoption of these documents. Council also updated its Recreation in Natural Areas Strategy, Bushfire Management Policy, developed an Urban Forest Policy and continued to improve environment and sustainability management.
Key Achievements			
Development of the Climate Change Policy and Action Plan as well as adoption of the Recreation in Natural Areas Strategy.			








Term Achievement




Code	Description	Progress
L3.1.4	Council services and programs are provided on the basis of equity, community priorities, and best value for money within available resources. Signoff Authority: <i>General Manager</i>	
Comments		
<p>Progressed however many scheduled service delivery programs were significantly altered in response to emergency events. Various Council services were impacted over the period. Initially additional resources were required to respond to the ongoing bushfire emergency and community clean-ups and repairs following storm events in late 2019 and early 2020. From March 2020 Council services and operations were significantly impacted by federal and state government responses to the COVID-19 pandemic. While staff continued to provide as many services as possible during the period, some were required to temporarily cease or were reduced or delivered by alternative means.</p> <p>Priorities during the period included the delivery of essential services to maintain community health and safety and assisting older and less mobile residents. Other services directly affected by COVID-19 were modified or delivered by alternative means.</p>		




Operational Plan Tasks


Code	Description	Progress	Comments
L3.1.4.1	Implement recommended actions from Council's review of services against community needs, objectives and strategic outcomes. Signoff Authority: <i>Manager Governance & Corporate Strategy</i>	 75%	<p>Implementation of outcomes from a recent review of the organisation's service delivery and resource planning processes were put on hold from March onwards while organisational resources were focused on the impacts of State and Federal government COVID-19 restrictions on Council's delivery of scheduled services and programs.</p> <p>While numerous services and programs were still delivered as planned, many others were impacted. Changes included some temporarily ceasing operations while others were reduced or delivered in alternative ways. Many staff were also able to work from home.</p> <p>Reason</p>

			<p>Whilst COVID-19 restrictions impacted the delivery of this Task, organisational service delivery and resource planning processes continued to be revised during the period.</p> <p>Remedial Action</p> <p>The task is included in the adopted Operational Plan for 2020/21.</p>
L3.1.4.2	<p>Report bi-annually to Council on achievement of adopted Customer Service Standards.</p> <p>Signoff Authority: <i>Manager Corporate Communications</i></p>	 91%	<p>The customer service team maintained customer service standards despite experiencing an extremely busy and challenging year.</p> <p>Resources and interdepartmental cooperation continued to be focused on dealing with customer service calls in relation to the clean-ups from storm events in late 2019 and early 2020. In late 2019 customer service received over 700 calls a day mainly in relation to tree clean ups after the impact of the first storm event.</p> <p>The customer service centre continued operating until late March 2020 when it closed due to the COVID-19 pandemic. Staff continued to provide quality customer service through this difficult time working from home with the efforts of key individuals and the assistance of Council issued laptops.</p> <p>From April call rates were similar on average compared with the previous year.</p> <p>The centre reopened on Monday 1 June with social distancing, hygiene measures and capacity limits in place. This included the installation of shields on the counter allowing staff to safely deal with customers. Initial visits to the counter area were steady but have since slowed as more customers take advantage of alternative ways to interact with Council including live chat, online application lodgement, requests and payments all able to be done contactless.</p>
Key Achievements			
<p>Successfully transitioning call centre functions to working from home.</p> <p>Continuing to provide excellent customer service throughout the COVID-19 restrictions.</p> <p>Continuing to provide and improve methods of interaction and communication for residents and customers to interact with council services.</p>			
L3.1.4.3	<p>Continue to benchmark and improve customer service standards across the organisation.</p> <p>Signoff Authority: <i>Manager Corporate Communications</i></p>	 95%	<p>A council wide customer service review and report was progressed by an external consultant with major input by key departments who all have customer service requirements. Complaints management policies, guidelines and procedures are nearing completion and will be implemented early in the new financial year.</p> <p>Council staff continued to provide a high level of customer service across departments.</p> <p>Despite the series of emergency events throughout the period including COVID-19 in the last quarter with many staff working from home and the customer service centre closing temporarily, Council staff continued to provide a high level of customer service levels.</p>
Key Achievements			
<p>Working from home successfully implemented in a very short time frame to continue to deliver customer service to residents.</p>			
L3.1.4.4	<p>Monitor Council's website and report on usage.</p> <p>Signoff Authority: <i>Manager Corporate Communications</i></p>	 100%	<p>For the period 1 January – 30 June 2020 Council received 1,112,407 page views to the website. This represents an 11% decrease in the same period in 2019. Top ten page statistics for the period included – homepage 104,779; Library 44,885; DA tracking 27,395; find out what's near you 22,573; waste</p>

			20,994; contact us 20,497; Gordon library 17,244; clean up 15,903; e-library 15,548.
L3.1.4.5	Implement upgrades to Council's website and internal intranet systems. Signoff Authority: <i>Manager Corporate Communications</i>	 100%	The project to replace Council's website and intranet is underway. Updates to the existing platforms continued during the reporting period.
L3.1.4.6	Provide services to ensure effective records management across the organisation, including maintenance of Council's record management system, records management training and associated advice. Signoff Authority: <i>Manager Governance & Corporate Strategy</i>	 100%	The TRIM upgrade was postponed to the 2020/21 financial year due to COVID-19. Rather than group training programs for TRIM, one on one training has been operating with success due to social distancing requirements. This training approach will continue until social distancing restrictions have eased. 152 files were destroyed from March to June, a result exceeding expectations under the present COVID-19 working conditions.
L3.1.4.7	Audit and report on compliance with use of Council's record management system. Signoff Authority: <i>Manager Governance & Corporate Strategy</i>	 100%	Due to COVID-19, the records team modified its operation of processing credit card details to be more time efficient while maintaining appropriate oversight standards. The TRIM helpdesk continued to operate during COVID-19, with the majority of individuals receiving a response within 24 hours.
L3.1.4.8	Manage the ongoing preservation of Council's legacy records. Signoff Authority: <i>Manager Governance & Corporate Strategy</i>	 100%	Following the organisation's introduction of a scan-on-demand system two years ago, significant time and cost efficiencies have been achieved in electronic document retrieval, which were previously completed in person. This was particularly effective from March onwards, with well above average file requests received from staff and residents during the COVID-19 restrictions. Ongoing archiving work continued between January to June 2020 with outputs meeting or exceeding expectations.
L3.1.4.9	Effectively deliver learning and development strategy and programs in line with identified priorities and the objectives of Council's adopted Workforce Management Strategy. Signoff Authority: <i>Manager People & Culture</i>	 91%	A number of lower priority or non-essential programs were deferred or delayed due to the COVID-19 pandemic with other programs being delivered virtually or via e-learning. Essential Workplace, Health and Safety compliance training was delivered in April in accordance with required social distancing requirements. This ensured staff had the legally required training to be able to continue to deliver services to the community. In addition to responses required to COVID-19 an effective learning and development program continued to be delivered in accordance with the Workforce Management Strategy.
L3.1.4.10	Effectively deliver workforce support services including recruitment, payroll, employee relations and industrial relations. Signoff Authority: <i>Manager People & Culture</i>	 100%	Council continued to deliver effective and compliant workforce support services including recruitment, payroll, employee relations and industrial relations during the period.
L3.1.4.11	Design and deliver workforce policies and strategies to support the organisation's culture and in line with the objectives of Council's adopted Workforce Management Strategy. Signoff Authority:	 95%	As a result of recent changes to Council's working and service delivery environment, a focus going forward will be on reviewing existing policies and strategies to ensure continuity of staff engagement, and the sustainability of a resilient culture. During the reporting period consultation for the Reward and Recognition Policy and Total Rewards

	<i>Manager People & Culture</i>		<p>Program was completed, with key initiatives now ready to be implemented in the new year alongside the software which supports the framework.</p> <p>Additionally, the draft version for the Equal Employment Opportunity Plan 2020/24 was completed and a comprehensive review will take place before communication and implementation of the plan is finalised later in 2020.</p> <p>Ongoing reviews and updates of existing workforce policies continued with the Fitness for Duty, Medical Retirement, Working From Home, and Child Protection policies all earmarked for review. A new Succession Planning Policy has also been drafted.</p>
L3.1.4.12	<p>Review the Workforce Management Strategy as part of Council's adopted Resourcing Strategy.</p> <p>Signoff Authority: <i>Director Corporate</i></p>	 100%	<p>Completed previous reporting period.</p>
L3.1.4.13	<p>Continuously improve People & Culture services, business processes and systems.</p> <p>Signoff Authority: <i>Manager People & Culture</i></p>	 100%	<p>People and Culture services, business processes and systems are continuously reviewed and improved. The following was undertaken during the reporting period:</p> <ul style="list-style-type: none"> * flowcharts for Employee Relations processes have been created and finalised. * a review of templates and check-lists for the recruitment and payroll functions has been completed. * a review of Councils recruitment process commenced.
L3.1.4.14	<p>Maintain, update and support Council's core business systems, coordinate reviews and facilitate enhancements to address identified requirements.</p> <p>Signoff Authority: <i>Manager Information Management</i></p>	 100%	<p>During the reporting period Information Management staff responded to and facilitated major changes to the way Council and the organisation operated in response to COVID-19 requirements imposed by the state and federal government on workplaces and delivery of local government services.</p> <p>This required the reallocation of staff resources to the following urgently required works:</p> <ul style="list-style-type: none"> * the relocation of hardware and software for many staff and councillors to various locations to meet social distancing requirements * establishment of an additional 9 remote desktop servers to increase remote working capacity for staff and councillors * remote desktop access testing undertaken by staff on 20 March 2020 to ensure the increased server capacity provided adequate performance * significantly increased technical support by Information Management staff (on and off site) due to flexible working arrangements with many staff working from home * successful online video conferencing implemented in preparation for Council's April 2020 meeting and subsequent meetings. <p>As a result of this work and required ongoing information management support the team re-evaluated planned projects to accommodate the increased workload.</p> <p>In addition to this work, Business Systems continued to maintain, update and support Council's core business systems in both a proactive and reactive manner. Over 500 information management helpdesk requests were received, resulting in more than 460 actions and improvements being completed.</p>


			<p>Training was delivered in certain system modules to address organisational requirements.</p> <p>System enhancements also continued to be made with the development of reports and general system improvements across a number of core systems.</p>
Key Achievements			
<p>Information Management successfully responded to and facilitated major changes to the way Council and the organisation operated in response to COVID-19 requirements. In particular:</p> <ul style="list-style-type: none"> * hardware and software was quickly relocated for staff and councillors to various locations to meet social distancing requirements. * an additional 9 remote desktop servers were established to increase remote working capacity for staff and councillors. * Information Management staff (on and off site) provided significantly increased technical support due to flexible working arrangements. * online video conferencing was successfully implemented in preparation for Council's April 2020 meeting. * further expansion of the Operations Department's mobile device `early adopters` program - enabling the ability to receive and complete work orders in the field. 			
L3.1.4.15	<p>Coordinate and facilitate the implementation of Information Management Strategic Plan projects and ensure appropriate funding is identified.</p> <p>Signoff Authority: <i>Manager Information Management</i></p>	<p> 100%</p>	<p>From March onwards COVID-19 requirements required the reallocation of staff to other priorities. Despite this work continued on a number of projects. This included the Booking Process Review (BPR) which was completed during the reporting period.</p>
L3.1.4.16	<p>Develop, maintain and deliver quality property and geographic information services including advice and training.</p> <p>Signoff Authority: <i>Manager Information Management</i></p>	<p> 100%</p>	<p>All Geographical Information System (GIS) and TechnologyOne Property & Rating (PnR) databases were updated this reporting period resulting in 8 new registered plans at NSW Land Registry Services, the creation of 27 new properties and 70 new residential units.</p> <p>A total of 1,717 Planning Certificates were issued this period resulting in an income of \$151,401 for this part of the financial year.</p>
L3.1.4.17	<p>Maintain, update and support Council's Information Technology infrastructure and systems.</p> <p>Signoff Authority: <i>Manager Information Management</i></p>	<p> 100%</p>	<p>Routine checks during the period included monthly physical inspections of all remote sites and windows security patches were installed on servers and PC's. Projects completed or scheduled this period include, ARC GIS upgraded to the latest version. The Microsoft 365 trial is under way, remote access servers upgrade to Server 2016, New Tape Library installed and Storage system upgraded.</p>
Key Achievements			
<p>While COVID-19 significantly increased staff workloads with remote access working questions, video conferencing and new ways of working generally, staff continued to deliver planned projects and services.</p>			

L3.1.4.18	<p>Complete preparation of an Information Management Strategy and commence implementation.</p> <p>Signoff Authority: <i>Director Corporate</i></p>	 75%	<p>A draft Information Management strategy has been prepared for review by senior management and a plan to implement key recommendations of the strategy is under preparation. A task and budget allocation has been included in Council's adopted 2020/21 Operational Plan to commence implementation.</p> <p>Reason</p> <p>Some delays were experienced due to staff resources being reallocated to implementing COVID-19 responses to enable the organisation's smooth transition to an online working and service delivery environment.</p> <p>Remedial Action</p> <p>The Strategy and implementation plan will be progressed in 2020/21. A task to continue this work is included in Council's adopted Operational Plan 2020/21.</p>
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Issue: L4: Community engagement





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

Term Achievement


Code	Description	Progress
L4.1.1	<p>Innovative and effective community engagement fosters community participation and a better understanding of Council services, programs and facilities.</p> <p>Signoff Authority: <i>Director Community</i></p>	
<p>Comments</p> <p>Progressed with significant changes to the scheduled program in response to emergency events. The organisation very successfully communicated important health, safety and service information to the community during the period, initially in response to the bushfire crisis and storm damage and followed by the COVID-19 pandemic. This particularly included information alerting the community to public health and safety advice, changes to council services and other organisational contacts.</p> <p>A full review of Council's Community Consultation Policy was commenced including surveys and interviews with staff and the community. The policy review will lead to a new community engagement policy, a suite of guidance materials and an internal communications framework developed to promote the delivery of best practice community engagement.</p>		

Operational Plan Tasks


Code	Description	Progress	Comments
L4.1.1.1	<p>Provide support to deliver best practice community engagement across all divisions of Council.</p> <p>Signoff Authority: <i>Manager Corporate Communications</i></p>	 100%	<p>Staff involved in community engagement continued to be supported across the organisation. Projects during this period included updates to the Community Participation Plan, the Ku-ring-gai Play Space Strategy, various local park upgrades as well as supporting the operations team with consulting and informing the community and businesses about the construction of Lindfield Village Green.</p>

L4.1.1.2	Facilitate a program that enables staff to create and deliver engaging and accessible communication. Signoff Authority: <i>Manager Corporate Communications</i>	 91%	Significant changes were required to the originally scheduled program. In direct response to COVID-19 restrictions on Council's services, particularly between April and June, the team focused on alternative delivery methods such as coordinating a wide range of digital content across all channels including social media and the website. This included the creation of the Life Online portal and four videos regarding COVID-19, e-library resources and an educational video on abandoned shopping trolleys.
L4.1.1.3	Continue to monitor and report on the outcomes of community engagement and consultation and identified policy related issues. Signoff Authority: <i>Manager Corporate Communications</i>	 100%	A full review of Council's Community Consultation Policy is underway. This review has included surveys and interviews with staff and the community. The review will lead to a new community engagement policy, a suite of guidance materials and an internal communications framework will be developed to promote the delivery of best practice community engagement.
L4.1.1.4	Monitor and apply corporate communications and visual design standards to Council's communication materials, products and website. Signoff Authority: <i>Manager Corporate Communications</i>	 100%	The team continued to apply corporate standards to all communication materials, products and Council's website. The corporate standards manual was updated to include e-mail signatures and uniforms.
L4.1.1.5	Proactively monitor Council's services, programs, policies and achievements via all forms of media. Signoff Authority: <i>Manager Corporate Communications</i>	 100%	Media monitoring continued during this period on a daily basis. Media releases were maintained at the normal performance level until March when all local newspapers closed down their print operations. Between April and June media releases were issued on Council's website. Four videos were produced for social media and the website. A number of Facebook campaigns were organised for issues including the Ku-ring-gai Housing Strategy and COVID-19.
Key Achievements			
Significantly increased communications were delivered as a result of the COVID-19 pandemic that included alerting the community to constantly changing restrictions and shut downs.			

Term Achievement

Code	Description	Progress
L4.1.2	Contribute to enhancing and protecting Council's reputation and public image. Signoff Authority: <i>Director Community</i>	
Comments		
Progressed with a focus on emergency events. Council staff continued to manage media and all public relations matters during the period. There was a substantial increase in media coverage and Council managed communications in relation to the emergency events including bushfires and storm activity and the COVID-19 pandemic.		

Operational Plan Tasks

Code	Description	Progress	Comments
L4.1.2.1	Proactively manage media and public comment and develop and coordinate Council's actions in response. Signoff Authority: <i>Manager Corporate Communications</i>	 100%	During the reporting period the team continued to proactively manage media and public comment and Council's actions in response. During the early part the focus was on emergency communications around the bushfires and storms while most of the second part was taken up with COVID-19 communications.

HAVE YOUR SAY

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

How to get involved

1. Visit Council's website www.kmc.nsw.gov.au to:
 - Access the *Have My Say* community engagement portal to contribute your opinion on a range of issues, new initiatives, public exhibitions, policies and plans so Council can make the right decisions for the community.
 - Stay up to date with how Council is progressing the Community Strategic Plan 2038, Delivery Program 2018 - 2021 and Operational Plan 2019 -2020 by reading performance reports at [www.kmc.nsw.gov.au/performance reports](http://www.kmc.nsw.gov.au/performance-reports)
 - Subscribe to newsletters, updates and announcements at [www.kmc.nsw.gov.au/news and media](http://www.kmc.nsw.gov.au/news-and-media)
 - Stay up to date with Council meetings and minutes at [www.kmc.nsw.gov.au/agendas and minutes](http://www.kmc.nsw.gov.au/agendas-and-minutes)
 - Contact your local Councillor at www.kmc.nsw.gov.au/councillors
2. Attend a Council meeting or contribute via a Public Forum [www.kmc.nsw.gov.au/meetings and forums](http://www.kmc.nsw.gov.au/meetings-and-forums)
3. Stay connected through social media – Facebook, Twitter, Instagram, YouTube and LinkedIn.
4. Visit us at 818 Pacific Highway, Gordon
Email kmc@kmc.nsw.gov.au
Phone 02 9424 0000
Live web chat via www.kmc.nsw.gov.au



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