

REVISED DELIVERY PROGRAM 2018 – 2022 AND OPERATIONAL PLAN 2020 – 2021

JUNE BIANNUAL REPORT

1 JANUARY – 30 JUNE 2021

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ABOUT THIS REPORT

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

- Four year Term Achievements, outlining what Council intends to do during its term of office to progress the Community Strategic Plan 'Our Ku-ring-gai 2038'. *
- One year Operational Plan Tasks that detail the projects, programs and services that will be undertaken during 2020-2021.
- 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.krg.nsw.gov.au/deliveryprogram

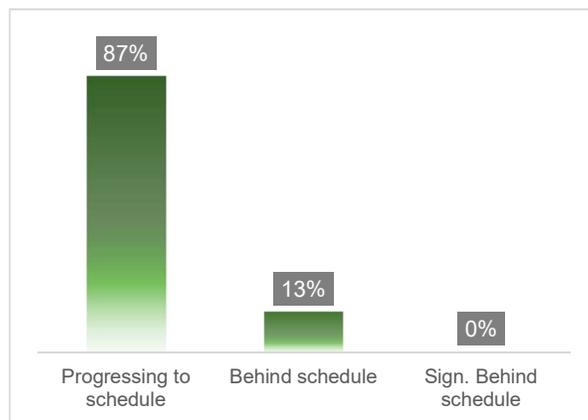
* Note: In May 2020, the Office of Local Government advised that, as a result of the postponement of NSW local government elections until September 2021, Council's existing Delivery Program 2018-2021 will apply for a further 12 months, maintaining the key themes and any activities not yet completed.

PERFORMANCE SUMMARY

SNAPSHOT

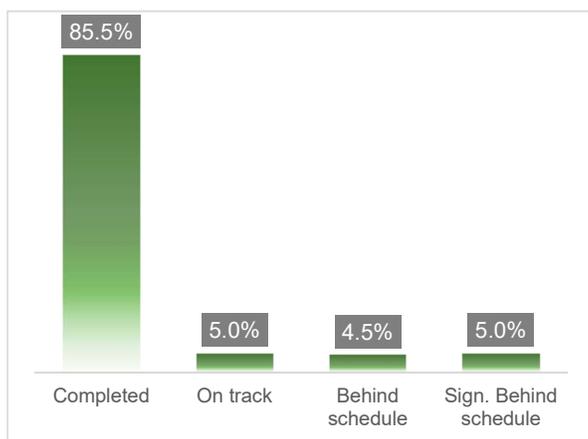
Delivery Program 2018 - 2022

87%
TERM ACHIEVEMENTS PROGRESSING AS SCHEDULED



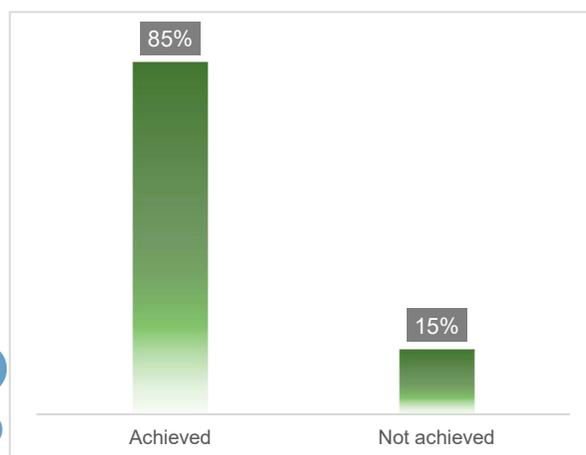
Operational Plan 2020 – 2021

90.5%
TASKS COMPLETED OR ON TRACK



Performance Indicators 2020 – 2021

85%
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	8	0	0	0	8
Natural Environment	10	0	0	0	10
Places, Spaces and Infrastructure	11	4	0	1**	16
Access, Traffic and Transport	6	1	0	0	7
Local Economy and Employment	2	1	0	0	3
Leadership and Governance	11	1	0	0	12
Total no.	48	7	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	29	1	1	0	0	31
Natural Environment	23	2	1	1	0	27
Places, Spaces and Infrastructure	49	1	6	6	1**	63
Access, Traffic and Transport	12	0	1	1	0	14
Local Economy and Employment	8	0	0	2	0	10
Leadership and Governance	49	6	0	0	0	55
Total no.	170	10	9	10	1**	200

** P4.1.4/ P4.1.4.1: Items were 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. On 18 May 2021, Council resolved to recommence planning for the Turrumurra Community Hub and a task to recommence the work is included in the Operational Plan 2021-2022. These items are not included in performance calculations.

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

Delivery Program performance indicator achievements by theme

Theme	 Achieved	 Not achieved	Total
Community, People and Culture	6	8	14
Natural Environment	10	1	11
Places, Spaces and Infrastructure	10	1	11
Access, Traffic and Transport	5	0	5
Local Economy and Employment	6	0	6
Leadership and Governance	23	1	24
Total no.	60	11	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 3: PLACES, SPACES AND INFRASTRUCTURE

Term Achievement Exceptions

Code	Description	Progress	Comments
P4.1.1	<p>Plans to revitalise local centres are being progressively implemented and achieve quality design and sustainability outcomes in collaboration with key agencies, landholders and the community.</p> <p>Signoff Authority: Director Strategy & Environment</p>		<p>Progressed as scheduled with some delays experienced. Plans to revitalise local centres are being progressively implemented and achieve quality design and sustainability outcomes in collaboration with key agencies, landholders and the community.</p> <p>Work on the Creative Arts Facility Strategy and the development of strategies and plans for Turrumurra, Gordon and Lindfield Local Centres and surrounds will be progressed during 2021-2022.</p> <p>Reason</p> <p>Council has continued to implement programs to revitalise local centres during the period however delays have been experienced with the contributory tasks.</p> <p>Remedial Action</p> <p>Council will continue work on the Creative Arts Facility Strategy and streetscape plan preparation for sites in Gordon, Lindfield and Turrumurra with Tasks included in the Operational Plan 2021-2022.</p>
P4.1.3	<p>Secure a development partner for Lindfield Village Hub.</p> <p>Signoff Authority: Group Lead - Major Projects</p>		<p>Continued to progress. At the Ordinary Meeting of Council in December 2020 Council noted that no viable offer had been received, and it was resolved to continue negotiations with any possible providers, while undertaking a review of Council's project assumptions and objectives. The review was completed and was presented to the Major Projects Advisory Committee (MPAC) in June 2021 for consideration.</p> <p>Reason</p> <p>Negotiations are continuing with prospective developers.</p> <p>Remedial Action</p> <p>A task to continue work on this project has been included in the adopted 2021-22 Operational Plan - Task P4.1.3.1 – Progress negotiations with prospective developers for the Lindfield Village Hub.</p>

Code	Description	Progress	Comments
P4.1.4	<p>Secure a development partner for Turramurra Community Hub.</p> <p>Signoff Authority: <i>General Manager</i></p>		<p>This term achievement was placed on hold by Council resolution on 19 May 2020 due to the NSW Government announcing in 2018 that all NSW Councils were required to review their Local Environmental Plans (LEP) to give effect to the new Regional and District Plans. It was considered that the outcomes of this review for Ku-ring-gai could impact the built form, feasibility and business planning assumptions for Hub.</p> <p>Reason</p> <p>This term achievement will be progressed during 2021-2022 as a Notice of Motion was considered at the Ordinary Meeting of 18 May 2021 where Council unanimously resolved to recommence planning for the project.</p> <p>Remedial Action</p> <p>Work on the Turramurra Community Hub project has now recommenced with an Operational Plan Task included in Council's adopted Operational Plan for 2021-2022.</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: <i>Director Strategy & Environment</i></p>		<p>Progress for this term achievement is slightly behind schedule. A series of capital upgrades for existing recreation, sporting and leisure facilities were commenced and completed, along with strategic planning (LSPS) and parks masterplans and plans of management.</p> <p>Reason</p> <p>Contributing tasks which have been delayed due to funding a staff vacancy have affected progress of this term achievement.</p> <p>Remedial Action</p> <p>Funding and staff resourcing have been rectified to progress this term achievement during 2021-2022. Tasks to continue work relating to carparking improvements, the development of a Recreation Needs Study and liaison with sporting groups are included in the Operational Plan 2021-2022.</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: <i>Director Strategy & Environment</i></p>		<p>Progress for this term achievement is slightly behind schedule. Council continued to engage with community partners to improve sporting, leisure and recreational facilities through partnerships, grant funding and other external funding opportunities including the Department of Education, and local baseball, football, hockey and cricket clubs.</p> <p>Reason</p> <p>Resourcing and COVID-19 restrictions have impacted the delivery of the contributing tasks for this term achievement.</p> <p>Remedial Action</p> <p>The Strategic Recreation Planner role is scheduled to be filled early next financial year and the sporting forum is scheduled for late 2021. Tasks to progress these are included in the Operational Plan 2021-2022.</p>

THEME 4: ACCESS, TRAFFIC AND TRANSPORT

Term Achievement Exceptions

Code	Description	Progress	Comments
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>One of the projects identified in the 10 year Traffic and Transport Plan was 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. In February 2020, this project received 100% funding from TfNSW to design and construct over two years period. An amount of \$80,000 was offered for design and documentation in 2020/21 and \$468,000 for construction in 2021/2022. TfNSW extended the project design phase to September 2021. Council is expecting to complete the design within the allocated time frame and complete construction before Christmas 2021. Council received 100% funding (\$185,000) to upgrade the road surface on The Comenarra Parkway between Howson Avenue and Stainsby Close under the TfNSW's Australia Government Black Spot and NSW Safer Roads Program 2020/2021. This project was one of the several projects identified in the Council's 10 year Traffic and Transport Plan. Council engaged an external consultant to complete the design work and completed the construction and upgrade of road surface by end of June 2021, which included a major correction to the surface elevation in that section of The Comenarra Parkway. Council contributed its share to complete the remaining civil works associated with the road upgrade. In March 2021, Council received 100% funding from TfNSW under the Federal Government Stimulus Commitment to upgrade School Zone infrastructure in the LGA. About \$2M funding was offered over a two year period to design and construct/upgrade pedestrian infrastructures in the vicinity of schools. Council has successfully completed the upgrade of six pedestrian facilities by end of June 2021 at a cost of \$330K. The upgrade of the other ten pedestrian facilities will be completed by June 2022. NorthConnex commenced operation in late 2020, and Council is currently working with TfNSW to monitor impacts on Ku-ring-gai Council's key/selected roads, especially on the increased use of trucks along Pacific Highway and Lady Game Drive. Some progress was made with the preparation of a Request for Quotation (RFQ) for implementing the Parking Management Strategy at the Lindfield Village Green, but other workloads have impacted progress of this task.</p> <p>Reason</p>

			<p>TfNSW extended the Burns Road and Ellalong Road project design phase to September 2021 due to Council's commitment to completing several other TfNSW funded projects by end of FY 20/21.</p> <p>Remedial Action</p> <p>Council is in the process of engaging a design consultant to complete the design work by September 2021. Construction of this project is now scheduled to commence in the 2Q of FY21/22 and complete before Christmas 2021.</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>Progress for this term achievement is slightly behind schedule. Council continued to promote and strengthen Ku-ring-gai's opportunities and assets to attract business and employment to the area. A robust business program was delivered including highly successful online business events.</p> <p>Reason</p> <p>Progress of the contributory tasks relating to the Employment Lands Study and Strategy, and the Retail and Commercial Centres Strategy for Ku-ring-gai were delayed.</p> <p>Remedial Action</p> <p>Tasks to continue work on the delayed projects are included in the Operational Plan 2021-2022.</p>

THEME 6: LEADERSHIP AND GOVERNANCE

Term Achievement Exceptions

Code	Description	Progress	Comments
L2.1.1	<p>Council maintains and improves its long term financial position and performance.</p> <p>Signoff Authority: Director Corporate</p>		<p>While Council is in a sound financial position, this term achievement has an amber traffic light, as it faces a number of challenges to achieve long term financial sustainability. Council is relying on asset recycling (the sale of underutilised property) to fund new major capital projects, co-funding for projects funded from developer contributions and for renewing existing assets. Progress on selling assets has been slower than expected and further, approval for the rezoning of two significant properties earmarked for sale (bowling clubs) at the zoning requested has not been forthcoming. Rather, Council has been advised by the Department of Planning that the rezoning process may only proceed at a zoning which would provide significantly lower financial returns. Future additional asset sales will be required or alternate funding sources identified, else projects will not be able to proceed.</p>

		<p>Council is also progressing towards town centre transformation projects such as the Lindfield and Turrumurra Hubs. These projects are very large compared to usual Council projects and are funded by the contribution of Council land, developer contributions and other funds. Due to the complex nature of the projects and high value, they expose Council to a high degree of financial risk.</p> <p>Managing infrastructure assets is a major challenge for Council, in particular providing enough funds to renew the existing assets in the context of a desire to build new assets. Council's long term financial plan addresses the renewal of existing assets in terms of the core condition rating, however contemporary expectations are higher than allowed for in the Long Term Financial Plan (LTFP). Examples of this include the desire for footpaths where there are currently none, and community buildings that may be structurally sound but are no longer fit for purpose. These buildings do not meet the functional requirements of modern society due to the design, size, materials and layout. Other existing assets may also require more renewal funding than currently planned, in particular the stormwater drains network.</p> <p>The financial performance for the current financial year is being reviewed and will be reported to Council as part of the end of financial year reporting in September. It is expected that Council will finish the year with a satisfactory operating result and within allocated forecast budget.</p> <p>Reason</p> <p>Council is relying on asset recycling (the sale of underutilised property) to fund new major capital projects, co-funding for projects funded from developer contributions and for renewing existing assets. There have been delays and other obstacles in progressing this strategy. Council is also pursuing large town centre transformation projects that are complex and of high value and risk.</p> <p>Remedial Action</p> <p>Council will be presented with the opportunity to review its priorities and funding strategies over the next year when developing its Community Strategic Plan and Delivery Program for the next cycle which takes effect from 1 July 2022.</p>
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THEME 1: COMMUNITY, PEOPLE AND CULTURE

Operational Plan Task Exceptions

Code	Description	Progress	Comments
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%	External Sponsorship due to the COVID-19 pandemic is still on hold, so there hasn't been any opportunities to stage cultural events with outside organisations. The events team delivered cultural events throughout the period with the Ku-ring-gai Heritage Festival and Gai-mariagal Festival working with several community organisations and businesses to help promote heritage and indigenous opportunities within Ku-ring-gai. Council is currently in discussion with an organisation about a Diwali event to be held later in the year. Reason Council's Sponsorship Program didn't operate in full due to COVID-19 impacts. There was no sponsorships given from January through to June. Remedial Action Commit to realigning sponsorship program with ongoing impacts of COVID-19 to meet destination event outcomes. A task to continue this work is included in the Operational Plan 2021-2022.

THEME 2: NATURAL ENVIRONMENT

Operational Plan Task Exceptions

Code	Description	Progress	Comments
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>	 50%	Further review and promotion of the Code of Practice is required and has been delayed due to staff resourcing and workloads associated with the Natural Areas Plan of Management upgrade. The review includes consideration of cost changes and changes associated with the Biodiversity Offset Scheme as well as consultation with relevant sections of Council. Reason The progression of the task was impacted by resourcing issues from staff leave and alternative workload priorities to meet Crown Lands Management Act requirements for updated plans of management. Remedial Action Priority will be given to these tasks within next financial year. A task to progress this work is included in the Operational Plan 2021-2022.
N3.1.1.2	Implement priority actions in the Water Sensitive City Policy, develop and implement Water Sensitive City Strategy.	 90%	In May 2021, 43 Council staff across 4 Directorates participated in 4 internal staff workshops to develop and refine actions, outcomes and targets for Council's new Water Sensitive City Strategy.

	<p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	<p>The draft Water Strategy was provided on 30 June 2021.</p> <p>A number of priority actions from the Water Sensitive City Policy and draft Strategy have already been implemented and are reported on annually (eg. reduction in Council and the community's potable water use; water quality monitoring and protection of waterways; installation of water quality and flow projects).</p> <p>Reason</p> <p>Staff changes and vacancies over the 2018-2021 Delivery Program reporting period were the primary reason the strategy was not 100% complete and implemented.</p> <p>Remedial Action</p> <p>The development of the draft Water Strategy was completed by 30 June 2021, with Council adoption and the public exhibition process to take place early next financial year 2021/2022. A task to progress this work is included in the Operational Plan 2021-2022.</p>
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THEME 3: PLACES, SPACES AND INFRASTRUCTURE

Operational Plan Task Exceptions

Code	Description	Progress	Comments
P1.1.1.7	<p>Develop an urban forest monitoring program.</p> <p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	 50%	<p>Following a review of the 2019/2020 ArborCarbon report (titled Ku-ring-gai Urban Forest Monitoring - an Aerial Measurement of Vegetation Cover), it has been determined that further development of the urban forest monitoring program will be undertaken through the creation of the Urban Forest Strategy. This is currently at request for quote stage.</p> <p>Reason</p> <p>Due to staff shortages within the planning section the Urban Forest Strategy has not progressed this financial year.</p> <p>Remedial Action</p> <p>Resources have been assigned within the planning section to complete the Urban Forest Strategy next financial year. A task to progress this work is included in the Operational Plan 2021-2022.</p>
P4.1.1.4	<p>Finalise a Creative Arts Facility Strategy to guide the delivery of creative arts and cultural facilities across the local government area.</p> <p>Signoff Authority: <i>Manager Urban & Heritage Planning</i></p>	 30%	<p>No further progress has been made on this task.</p> <p>Reason</p> <p>This task has been placed on hold by senior management due to funding constraints for new community and cultural facilities.</p> <p>Remedial Action</p> <p>A task to progress this work is included in the Operational Plan 2021-2022.</p>
P4.1.1.6	<p>Finalise strategies and plans for Gordon Local Centre and surrounds.</p>	 45%	<p>No progress has been made on this task during the reporting period.</p> <p>Reason</p>

	Signoff Authority: Manager Urban & Heritage Planning		<p>Council staff are waiting on further direction from the Department of Planning, Industry and Environment to continue this work.</p> <p>Remedial Action</p> <p>A task has been included in the Operational Plan 2021-2022 to continue this work, pending advice from the Department of Planning, Industry and Environment.</p>
P4.1.1.7	<p>Finalise strategies and plans for Turrumurra Local Centre and surrounds.</p> <p>Signoff Authority: Manager Urban & Heritage Planning</p>	<p> 45%</p>	<p>Council staff are waiting on further direction from the Department of Planning, Industry and Environment to continue this work.</p> <p>Reason</p> <p>Council staff are waiting on further direction from the Department of Planning, Industry and Environment to continue this work.</p> <p>Remedial Action</p> <p>A task has been included in the Operational Plan 2021-2022 to continue this work, pending advice from the Department of Planning, Industry and Environment.</p>
P4.1.1.8	<p>Finalise strategies and plans for Lindfield Local Centre and surrounds.</p> <p>Signoff Authority: Manager Urban & Heritage Planning</p>	<p> 45%</p>	<p>No progress has been made on this task during the reporting period.</p> <p>Reason</p> <p>Council staff are waiting on further direction from the Department of Planning, Industry and Environment to continue this work.</p> <p>Remedial Action</p> <p>A task has been included in the Operational Plan 2021-2022 to continue this work, pending advice from the Department of Planning, Industry and Environment.</p>
P4.1.3.1	<p>Progress and award tender for the Lindfield Village Hub.</p> <p>Signoff Authority: Group Lead - Major Projects</p>	<p> 80%</p>	<p>On 30 June 2020, Council resolved to enter into negotiations with possible providers. A progress report was presented to Council in October. At the Ordinary Meeting of Council in December 2020, Council resolved to continue to negotiate with potential providers, while undertaking a review of Council's project assumptions and objectives.</p> <p>The review of Council's project assumptions and objectives was completed and presented to MPAC in June 2021.</p> <p>Reason</p> <p>Negotiations are continuing with prospective developers.</p> <p>Remedial Action</p> <p>A task to continue work on this project has been included in the adopted 2021-22 Operational Plan - Task P4.1.3.1 – Progress negotiations with prospective developers for the Lindfield Village Hub.</p>
P4.1.4.1	<p>Examine planning options within feasibility parameters for the Turrumurra Community Hub.</p> <p>Signoff Authority: Group Lead - Major Projects</p>	<p> 0%</p>	<p>This task was placed on hold by Council resolution on 19 May 2020. On 18 May 2021 Council resolved to recommence planning for the Turrumurra Community Hub. A task to recommence the work has been included in the recently adopted Operational Plan 2021-2022.</p>

			<p>Reason</p> <p>The task was put on hold by Council pending the outcomes of a review of Ku-ring-gai's comprehensive Local Environmental Plan, as required by the NSW Government.</p> <p>Remedial Action</p> <p>A task to recommence work on the planning for the Turramurra Community Hub has been included in the Operational Plan 2021-2022.</p>
P6.1.1.1	<p>Deliver Council's adopted Open Space Capital Works Program.</p> <p>Signoff Authority: Manager Technical Services</p>	<p></p> <p>90%</p>	<p>Construction works progressed during the period as per design and contractual obligations. The following works were progressed:</p> <ul style="list-style-type: none"> * Abingdon Road Reserve - playground upgrade * Putarri Reserve - playground upgrade <p>Construction of the following playgrounds was completed in the 2020/21 financial year:</p> <ul style="list-style-type: none"> * Kissing Point Village Green * Gordon Recreational Area * St Ives Showground Regional Playground. <p>Reason</p> <p>Progress of this task was affected by the delay in some projects which were held up due to design issues needing to be rectified prior to tender.</p> <p>Remedial Action</p> <p>Works will continue during the next reporting period. A task to continue this work is included in the Operational Plan 2021-2022.</p>
P6.1.1.5	<p>Implement improvements to carparking at Wahroonga Park and St Ives Showgrounds.</p> <p>Signoff Authority: Manager Technical Services</p>	<p></p> <p>90%</p>	<p>Progress to carpark improvement works at Wahroonga Park is temporarily on hold. The St Ives Showground carparking upgrade and formalisation was completed.</p> <p>Reason</p> <p>Grant funding was obtained for the carpark improvement works at Wahroonga Park in the next financial year allowing Council to expand the scope of works.</p> <p>Remedial Action</p> <p>Carpark improvement works at Wahroonga Park will resume in the new financial. A task to continue this work is included in the Operational Plan 2021-2022.</p>
P6.1.1.12	<p>Continue to work closely with sporting organisations and clubs, user groups and residents to develop and manage Council's sporting assets.</p> <p>Signoff Authority: Manager Urban & Heritage Planning</p>	<p></p> <p>75%</p>	<p>This task has partially progressed with range of proposals including, the St Ives Indoor Sport centre, future planning for several sports facilities including Barra Brui Oval, Mimosa Oval, Norman Griffiths and Hassell Park St Ives.</p> <p>Reason</p> <p>Staff have been required to redefine the role of Council's Sport and Recreation Planner, which is currently vacant. This has impacted the progress of this task.</p> <p>Remedial Action</p>

			The role of Strategic Recreation Planner has been advertised with interviews scheduled for early July 2021. A task to continue this work is included in the Operational Plan 2021-2022.
P6.1.1.13	Commence development of an integrated Open Space, Sport & Recreation needs study. Signoff Authority: <i>Manager Urban & Heritage Planning</i>		This work has not commenced due to lack of staff resources.
		10%	Reason Staff resourcing has impacted the delivery of this task. Remedial Action The role of Strategic Recreation Planner has been advertised with interviews scheduled for early July 2021. A task to continue this work is included in the Operational Plan 2021-2022.
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 & Heritage Planning</i>		This task has progressed through engagement in the St Ives Showground & Precinct Plan of Management, St Ives Indoor Sports complex and a range of other proposals to cater for sports groups in the community.
		75%	Reason A lack of staff resources has impacted on the delivery of this project. Remedial Action The role of Strategic Recreation Planner has been advertised with interviews scheduled for early July 2021. A task to continue this work is included in the Operational Plan 2021-2022.
P6.1.2.2	Facilitate a regular sporting forum and ongoing communication with sporting users. Signoff Authority: <i>Manager Infrastructure Services</i>		The format and subject matter for the sporting forum was prepared for concept approval. The date for the forum is yet to be confirmed but currently estimated to take place closer to November 2021.
		75%	Reason Initial planning for this event was impacted by COVID-19 restrictions. Remedial Action The forum is scheduled to take place later 2021. A task to continue this work is included in the Operational Plan 2021-2022.

THEME 4: ACCESS, TRAFFIC AND TRANSPORT

Operational Plan Task Exceptions

Code	Description	Progress	Comments
T2.1.1.1	<p>Continue to prepare an implementation plan for paid parking addressing location, financial and timing aspects of implementation.</p> <p>Signoff Authority: <i>Manager Urban & Heritage Planning</i></p>	 54%	<p>Late during the period, GTA Consultants were engaged to update benchmarking of paid parking price structures of major car parks in surrounding areas from their initial work in 2018, and consequently updated the recommended paid parking fee structure for major project car parks.</p> <p>Reason</p> <p>There were delays obtaining independent advice on benchmarking and an appropriate paid parking price structure.</p> <p>Remedial Action</p> <p>The update of paid parking price structures of major car parks were included in proposed new fees and charges for 2021/2022, which were placed on exhibition until 20 July 2021. The Lindfield Village Green is expected to be completed and operational by the end of 2021, and the inclusion of a paid parking price structure of major car parks (which includes Lindfield Village Green) in the new fees and charges is a critical step towards implementation of paid parking in major project car parks. A task to progress this work has been included in the Operational Plan 2021-2022.</p>
T2.1.1.2	<p>Implement the 10 year Traffic and Transport Program.</p> <p>Signoff Authority: <i>Manager Traffic & Transport</i></p>	 89%	<p>Council received funding from TfNSW for the construction of a protected right turn bay (and upgrade of road surface to non-skid) at the intersection of Burns Road and Ellalong Road, North Turrumurra, which was re-nominated in the 2020/2021 Black Spot Program. Funding in 2020/2021 is for the design and documentation. In early 2021, the detailed design and documentation was awarded to a civil engineering consultancy, and work commenced by the consultants to further develop the concept design. During the period, the detailed design was scheduled to be developed and the documentation prepared for anticipated construction in 2021/2022. Council was also awarded funding under the 2021/2022 NSW Safer Roads Program for the resurfacing of The Comenarra Parkway 50m either side of Howson Avenue, Turrumurra. This project was scheduled in the 10 Year Plan for 2020/2021. While early planning is underway for the resurfacing component, a civil engineering consultancy firm was engaged early in the first quarter of 2021 to investigate any potential adjustments to the cross-section and horizontal alignment, to further improve safety. The investigations found that it was feasible to implement road cross-section corrections, to improve safety. The works are expected to be completed by the end of June 2021. Staff are also still awaiting the imminent announcement of successful nominations in the 2021/2022 Australian Government Black Spot and NSW</p>

		<p>Safer Roads Program. Submitted nominations that are listed in the 10 Year Traffic and Transport Plan include:</p> <ul style="list-style-type: none"> * installation of pedestrian facilities at the signalised intersection of Werona Avenue and Stanhope Road, Killara * installation of new traffic signals (to replace the roundabout) at the intersection of Junction Road and Grosvenor Street, Wahroonga. <p>Successful nominations are normally notified during April/May, but as of mid-June 2021, there has been no formal announcement.</p> <p>Reason</p> <p>Contractual issues, that delayed progression of the Burns Road project, were resolved late in the reporting period.</p> <p>Remedial Action</p> <p>A task to progress this work has been included in the adopted Operational Plan 2021-2022.</p>
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THEME 5: LOCAL ECONOMY AND EMPLOYMENT

Operational Plan Task Exceptions

Code	Description	Progress	Comments
E1.1.1.2	<p>Undertake the Employment Lands Study and Strategy as part of the implementation of the Local Strategic Planning Statement (LSPS).</p> <p>Signoff Authority: <i>Manager Urban & Heritage Planning</i></p>	<p></p> <p>30%</p>	<p>The Department of Planning, Industry and Environment released the Employment Lands Zone Reform on 20 May 2021. The new framework has fewer zones and more allowable uses. The review of the framework is to be undertaken and a submission prepared.</p> <p>Reason</p> <p>During the reporting period the organisation focused on finalising the separate draft Retail and Commercial Centres Strategy, which would significantly contribute to this study.</p> <p>The COVID-19 pandemic has impacted employment activities and it is currently unclear how this will affect future employment growth and floor space demand going forward, and in addition the NSW Department of Planning, Industry and Environment is currently undertaking an Employment Zones Reform which will have implications for the Ku-ring-gai Employment Lands Study.</p> <p>Remedial Action</p> <p>The decision to proceed with a full Employment Lands Study is to be re-examined following the Department's Employment Zones Review, with an option to undertake a smaller state of market study due to ongoing impacts of COVID-19. A task to progress this work has been included in the Operational Plan 2021-2022.</p>
E1.1.1.5	<p>Implement a Retail and Commercial Centres Strategy for Ku-ring-gai.</p> <p>Signoff Authority: <i>Manager Urban & Heritage Planning</i></p>	<p></p> <p>60%</p>	<p>No further action has been undertaken since Council's 8 December 2020 resolution to receive and note the submissions received during the public exhibition.</p> <p>Reason</p> <p>The draft strategy is premised on promoting increases in height and floor space, as well as mixed-use development in the centres, whilst mandating minimum levels of commercial and retail, as mixed-use will enable developers to overcome the high costs of land consolidation and development constraints. The recommendations of the draft strategy are inconsistent with Council's 22 September 2020 decision in relation to the draft Housing Strategy (no changes to existing planning controls), and accordingly the draft Retail and Commercial Centres Strategy has not been adopted by Council.</p> <p>As the draft Retail and Commercial Centres Strategy has not been adopted/endorsed by Council, the planning and non-planning recommendations set out in the strategy are not currently able to be implemented.</p> <p>Remedial Action</p> <p>Council is awaiting the outcome of the Department of Planning, Industry and Environment's review of the draft Ku-ring-gai Housing Strategy. A task to progress this work has been included in the Operational Plan 2021-2022.</p>

FULL REPORTING

BY THEME

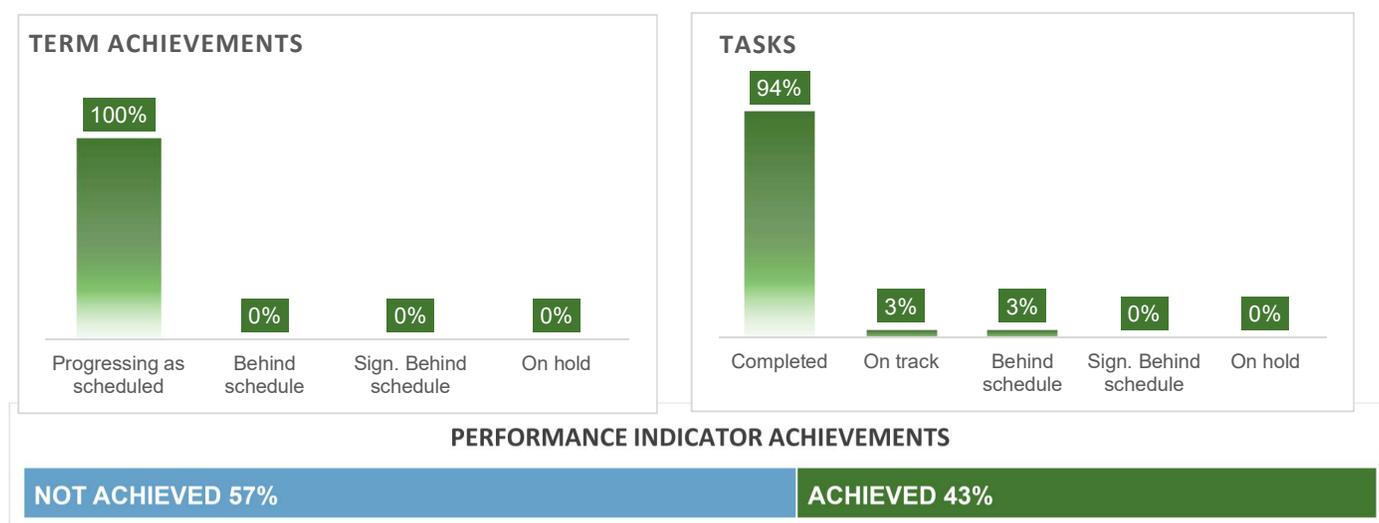


THEME 1

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

- Council received more than \$1 million in state grant funding through the Rural Fire Service Fire Access and Fire Trail (FAFT) program for the upgrade of the strategic Gwydir-Grosvenor Fire Trail in North Wahroonga.
- The delivery of the National Youth Week celebration in partnership with Northern Sydney Councils with 300 young people in attendance.
- Successful collaboration with the local Chinese and Korean resident groups to deliver a varied and interesting Lunar New Year Festival.
- Delivered new events including the Heritage Festival.
- A series of events during Men`s Health Week focussed on strategies for improving men`s mental health, including events for male Council staff, local young people and older men.
- Council increased its Community Grants Program with an additional COVID-19 specific program to assist organisations financially impacted by the pandemic and build their capacity to deliver services to residents.
- The Companion Animals Management Plan 2020-2025 was adopted and is now in the implementation phase.

Challenges

- Council continued to respond to the COVID-19 pandemic with many of Council's services for children, young people, aged, and disability residents and library services being adapted to comply with public health orders and to meet emerging needs in the community. Services continued to target working parents/essential workers/vulnerable members of our community and particularly addressed issues of social isolation and dislocation.

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	%	86	Decreased	
<p>Comment: COVID-19 restrictions had significant impact on utilisation as families withdrew children from services with some not returning as more parents and carers started working from home, family day care educators closing services both permanently and during COVID-19 restrictions, and reduced utilisation of vacation care services where families chose to care for older children at home due to less excursion offerings. Additionally, the St Ives Getaway, usually operating from St Ives Community Hall, was closed to vacation care all year due to refurbishments.</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	3,250	Decreased	
<p>Comment: COVID-19 restrictions had significant impact on participant numbers with centre closures, although online programs were offered where possible.</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	2,567	Decreased	
<p>Comment: Many seniors activities and outings were cancelled due to COVID-19. Exercise class numbers were limited to half the usual number by room capacity restrictions. Although online programs were offered where possible, some seniors found these difficult.</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	%	96	Increased	
C2.1.1.A	Number of participants in Council's major local events.	In 2016/17, there were 45,000 participants at major supported community events. (Source: Council)	45,000	Participants	46,500	Increased	
<p>Comment: Council events have been significantly impacted by public health restrictions. The events program delivered COVIDSafe events to align with Council's Destination Strategy including online programs and the Sunset Cinema in late 2020.</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	2,162	Stable	

Code	Description	Baseline	Yearly Target	Units	Achieved Amount	Progress Trend	Performance
C3.1.1.B	Number of visits to Council libraries.	In 2016/17, there were over 500,000 visits to the libraries. (Source: Council)	500,000	Visits	251,552	Decreased	
Comment: The library has been impacted by COVID-19 public health order restrictions including reduced opening hours, reduction of events, programs and clubs held in branches heavily impacting visitation.							
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	159, 214	Decreased	
Comment: During the 2020/21 reporting period, Council introduced a new website with a new address and access arrangements to the Library Management system. This temporarily impacted resident access with a likely impact on the overall result for the year.							
C3.1.1.D	Number of physical loans per resident.	In 2016/17, there were 7 physical loans per resident. (Source: Council)	7	Loans	4.5	Decreased	
Comment: The library has been impacted by COVID-19 public health order restrictions including reduced opening hours, reduction of events, programs and clubs held in branches heavily impacting physical loans.							
C4.1.1.A	Number of registrations in active recreation programs supported by Council.	In 2016/17, there were 738 registrations in active recreation programs supported by Council. (Source: Council)	738	Registrations	537	Decreased	
Comment: Participant numbers were impacted by COVID-19 restrictions resulting in exercise classes being limited in numbers by capacity restrictions or cancelled.							
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	%	95	Stable	
C7.1.1.A	Percentage completion of fire trail improvement program.	In 2016/17, 100% of the fire trail improvement program was completed. (Source: Council)	100	%	100	Increased	
Comment: In 2020/21, 8.2km of the fire trail network was improved.							
C7.1.1.B	Percentage completion of hazard reduction program.	In 2016/17, 45% of the hazard reduction program was completed. (Source: Council)	45	%	22	Decreased	
Comment: In 2020/21, 19ha of the program was achieved with the 86.4ha outstanding. It should be noted that 19.9ha were carried over from previous years. Unsuitable weather conditions were experienced during the 2020\21 hazard reduction season which limited burning activities.							

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		
Progressed as scheduled. In response to the COVID-19 pandemic many of Council's children, young people, aged, disability and library services were adapted to comply with public health orders and to meet emerging needs in the community. Services continued to target working parents/essential workers/ vulnerable members of our community and particularly addressing issues of social isolation and dislocation. Programs were developed in partnership with local and regional organisations to respond to identified community needs and to ensure a coordinated approach to service provision.		

Operational Plan Tasks

Code	Description	Progress	Comments
C1.1.1.1	Develop and implement effective plans, services and programs to proactively address the changing needs of the community including recommendations and programs identified in Council's Community Needs Analysis and Children's Services Needs Study. <i>Signoff Authority: Manager Community Development</i>	 100%	During this period Council's Youth Services has delivered a range of recreational and vocational support based programs to young people. These include: * school holiday activities in April including: art workshops, outdoor excursions, a first aid course and in-house youth centre activities. * conducted youth sector inter agency network meetings in person with an online zoom option. * developed and attended the Northern Sydney Youth Workers network in partnership with Lane Cove, Ryde, Mosman, North Sydney and Willoughby Councils. * the delivery of National Youth Week celebrations in partnership with Northern Sydney Councils. * planned and delivered weekly outreach programs at the St Ives skate park, with a focus on targeting early intervention and prevention of anti-social behaviours. Children's Services have provided face to face services and care for children aged 0-12 years old within the community with overall utilisation levels above 90%. Additional Vacation Care spaces were identified as a need in the St Ives area and a second classroom has been secured at Corpus Christi School providing an additional 40 places. Aged Services developed partnerships with community organisations to improve seniors' and carers access to services and social programs. Council partnered with Northern Sydney Local Health District to disseminate information of Carers workshops. 90 seniors participated in group tours and lunch outings designed to promote social inclusion and reduce social isolation.
C1.1.1.2	Partner with key stakeholders to deliver community programs in response to identified community needs. <i>Signoff Authority:</i>	 100%	Council partnered with local stakeholders to deliver programs across a number of areas including children, young people, aged, disability and multicultural services. Programs have been delivered within COVID-19 restrictions, which have somewhat

	<i>Manager Community Development</i>		<p>limited the capacity of groups to engage with their members and clients. Some programs have continued online, however many have returned to in person delivery.</p> <p>During Seniors Festival in April, 3 webinars were held in partnership with other Northern Sydney councils, with screenings at Council for seniors with no Zoom access. A Seniors' Expo was well attended by both community groups showing their activities and programs, and by seniors wanting to discover what is available for them in Ku-ring-gai. Several bus outings included a visit to the Hydro Majestic and a walking taste tour of Liverpool. A wide variety of activities were held by around 30 local community organisations.</p> <p>Fortnightly outings to museums, galleries, cruises, gardens and restaurants were offered to local seniors.</p> <p>A lively Lunar New Year celebration was held in partnership with local organisations, introducing the community to traditional activities from various cultures.</p> <p>Youth Services met monthly with over 35 community and youth organisations for information sharing, and with Northern Sydney Councils in online youth worker network meetings. Online youth engagement programs included a photography competition entitled "Iso Inspo". A variety of social events were delivered for young people with a disability.</p> <p>Children's Services provided by Thomas Carlyle Children's Centre, Family Day Care and Vacation Care have remained popular, with rates increasing over the past year. Vacation Care added a new venue and increased numbers at St Ives at the request of Department of Education. Children with additional needs attending Vacation Care have had interagency support from Kindergarten Union and other networks.</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>Manager Library Services</i></p>	<p><input checked="" type="checkbox"/> 100%</p>	<p>As many services as can be safely reintroduced have been put back into operation across our four branches. The Librarius continued to service our more vulnerable residents by delivering library items door to door as the regular service is still restricted due to COVID-19 restrictions and social distancing.</p> <p>Numbers for our early literacy programs are beginning to increase to full bookings. All branch staff have been trained in the new programs and feedback from our parents and carers is very positive. The Library has reintroduced a few of the regular clubs and there are book clubs – Junior, Teen and Adult – meeting once again in our branches.</p> <p>Library resource loans are gaining momentum in comparison to the same time last year and the gap between physical and online is narrowing as more residents visit and select in person. NSW Government regulations continued to be adhered to for numbers in branch.</p> <p>Some of the popular events have included creative writing workshops with Author Oliver Phommavanh, Jacqueline Harvey and George Ivnoff ; an online book discussion with Andrew Pippos; The Lunar New Year festival with local community groups and our Mayor Jennifer Anderson; a Drug and Information hub with legal information from the State Library of NSW; an evening with author Pip Drysdale online; Seniors Week festival information sessions on retirement and the age pension; Sydney Writers Festival; Heritage festival 'Searching for Charlotte' with local authors and Sisters Kate Forsyth and Belinda Murrell and a</p>

			Law and Information week talk on 'Your neighbours and the law'.
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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 as scheduled. The implementation of the current Disability Inclusion and Access Plan continued across a number of areas including the built environment, communications, strategic planning, open space areas and development of specific online programs in partnership with a number of community organisations, service clubs and Northern Sydney Councils.</p> <p>The new draft Disability Inclusion and Access Plan was prepared based on community feedback and will be reported to Council for consideration and adoption in July 2021.</p> <p>A specific focus was given to reducing barriers for people with disabilities, vulnerable families and older residents who were socially isolated due to health reasons.</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>	 100%	<p>Steady progress has been made towards implementing a number of strategies and activities relating to the Disability Inclusion Action Plan (DIAP) and its overall objectives. This included:</p> <ul style="list-style-type: none"> * The existing Hearing Loop service within the Council Chambers was upgraded and new hearing loop signage was installed within the Council Chambers and Customer Service areas. * Accessible mats were purchased for Bannockburn Oval which provide safe access to wheelchair users from the car park onto the sporting field. * An Access and Inclusion Building Premise audit was conducted in May for Council Chambers and currently waiting for the final report. * Several Men's Health events were held in partnership with community organisations. This included a Men's Group meeting specifically targeting fathers and male carers who have children with a disability; a mental health workshop for male Council employees; Men's Health Seniors Expo; Let's Chalk about Mental Health event targeting young people; and a Community Shed Open Day Forum focussing on men's mental health. <p>Council's Disability Services Officer consulted with numerous parties in relation to several playground and amenities master plan refurbishments including Warrimoo Oval, Dukes Green Playspace, Philip Mall and Hassall Park.</p> <p>The review of draft accessible mapping as part of the WildWalks/ Naturally Accessible Project was completed.</p> <p>Numerous meetings with local service providers and members of the community were held to address accessibility and promote social inclusion for people with disabilities including meeting with NAVEZE Accessible Mapping & Wayfinding service, Jigsaw enterprise group, M2M (NDIS provider) and NSW Boccia Association.</p> <p>Liaison with staff from St Lucy's and St Edmunds Schools to look at the promotion of inclusion opportunities for students and their families.</p>

			A Social Group Program for young adults with a disability continued monthly on a Friday evening as part of Council's Youth Services Program.
C1.1.2.2	<p>Implement Council's Access, Disability and Inclusion Plan.</p> <p>Signoff Authority: <i>Manager Community Development</i></p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>The current Disability Inclusion and Access Plan is steadily being implemented across all facets of Council.</p> <p>The revised version of the 2021-2024 Disability Inclusion Action Plan (DIAP) is currently under way following an extensive consultation period. The consultation of the DIAP was promoted through Council's website, social media, Sydney Morning Herald, local newspapers, and other electronic communication to relevant stakeholders and professional networks.</p> <p>As a result, twenty four submissions were received from the community. The consultation provided valuable insights into the barriers that people with disability can face in regards to inclusion, accessing information and accessibility within the community.</p> <p>These comments have been reviewed in consultation with internal and external stakeholders and will inform revised actions within the DIAP. A report summarising these comments and the outcomes has been produced and will be presented to Council for consideration and adoption in July.</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	<p>Ku-ring-gai's rich cultural diversity and creativity is celebrated through programs and events.</p> <p>Signoff Authority: <i>Director Community</i></p>	
Comments		
Progress as schedule. Council continued to deliver a range of successful events and programs throughout the period adhering to COVID-19 restrictions which were popular for the Ku-ring-gai and Greater Sydney communities.		

Operational Plan Tasks

Code	Description	Progress	Comments
C2.1.1.1	<p>Deliver programs and events that celebrate our diversity.</p> <p>Signoff Authority: <i>Manager Visitor Experience & Events</i></p>	 100%	<p>The Heritage Festival took place between 18 April and 19 May which saw 18 events delivered by 9 partner organisations and Council departments across the region focusing on Ku-ring-gai's rich heritage.</p> <p>Ku-ring-gai Australia Day Drive, a special event for Ku-ring-gai residents, saw 202 cars come together at St Ives Showground to watch an Australian movie. The events team were able to deliver the Australia Day events in a COVID safe manner for the region. The events were supported by a successful grant application receiving \$21,000.</p> <p>The Lunar New Year Food Market was held on 12 February with 38 vendors and amusement rides at the St Ives Village Green and attracted over 2,500 people.</p> <p>Council delivered 6 Australian Citizenship Ceremonies in March, April & June. With 353 people receiving Australian Citizenship.</p> <p>The Gai-mariagal Festival commenced on 26 May with the events team delivering 4 events within the Festival. The Warakirri Dining Experience was held at the Ku-ring-gai Wildflower Garden on Saturday 5 June hosting 40 people to a 5 Course Indigenous Degustation menu.</p> <p>Enliven Ku-ring-gai continued in April with Easter Bunny Activation in several town centres on Easter Saturday.</p> <p>Council hosted the Australian Local Government Women's Association forum on Saturday 1 May with potential women candidates finding out all about the role of being a Councillor.</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>	 100%	<p>New events such as the Heritage Festival and the Arts & Culture Festival were promoted through digital channels using video and image based content. The fortnightly e-news has proven to be a popular tool to promote events and subscribers to this with numbers over 14,000. Digital assets to promote existing events have been expanded and curated for ease of use.</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>	 80%	<p>External Sponsorship due to the COVID-19 pandemic is still on hold, so there hasn't been any opportunities to stage cultural events with outside organisations.</p> <p>The events team delivered cultural events throughout the period with the Ku-ring-gai Heritage Festival and Gai-mariagal Festival working with several community organisations and businesses to help promote heritage and indigenous opportunities within Ku-ring-gai.</p> <p>Council is currently in discussion with an organisation about a Diwali event to be held later in the year.</p> <p>Reason</p> <p>Councils Sponsorship Program didn't operate in full due to COVID-19 impacts. There was no sponsorships given from January through to June.</p> <p>Remedial Action</p> <p>Commit to realigning sponsorship program with ongoing impacts of COVID-19 to meet destination event outcomes. A task to continue this work is included in the Operational Plan 2021-2022.</p>

C2.1.1.4	<p>Obtain development consent for the refurbishment of the Marian Street Theatre.</p> <p>Signoff Authority: <i>Director Strategy & Environment</i></p>	 95%	<p>The Development Application (DA) is currently still under assessment with a number of requests for more information from Council's DA assessment team answered.</p>
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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	<p>Enhance opportunities for social interaction to foster community participation, connectedness and a sense of pride in the community and local areas.</p> <p>Signoff Authority: <i>Director Community</i></p>	
Comments		
<p>Progressed as scheduled. Progressively many of the regular activities, programs, classes, outreach services and cultural celebrations offered to community groups, residents and volunteers came on stream as the COVID-19 pandemic restrictions eased. Council increased its Community Grants Programs program with an additional COVID-19 specific program to assist organisations financially impacted by the pandemic and build their capacity to deliver services to residents.</p>		

Operational Plan Tasks

Code	Description	Progress	Comments
C3.1.1.1	<p>Resource and support local initiatives and volunteer organisations through the Ku-ring-gai Community Grants Program.</p> <p>Signoff Authority: <i>Manager Community Development</i></p>	 100%	<p>The 2020 Ku-ring-gai Community Grants Program resulted in 61 applications from community groups with a total of \$119,860 distributed to local organisations.</p> <p>The 2021 Ku-ring-gai Community Grants Program has commenced with 53 applications received from local organisations and Council officers are currently in the process of assessing the various submissions.</p>
C3.1.1.2	<p>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.</p> <p>Signoff Authority: <i>Aged Services Coordinator</i></p>	 100%	<p>Local Commonwealth Home Support Program (CHSP) organisations were supported through the dissemination of updated policy information and by extensive promotion of their volunteer opportunities. As the COVID-19 situation eased since January, many community organisations resumed their services and needed a large number of volunteers to deliver services. From January to June, as requested by 6 local community organisations, 12 volunteer roles were advertised through Ku-ring-gai and Hornsby Volunteer Referral Services; 140 volunteers were referred to local organisations for suitable volunteer roles based on their interests, skills, availability and age. Two new volunteer roles such as volunteer intake officer and bus outing assistant were introduced to Meals on Wheels (WOM) and Community Transport. Some in-house training was provided to MOW in how to engage volunteer intake officers in staff's daily tasks to improve efficiency.</p> <p>Two full-day training workshops in volunteer management and accidental counsellor were provided to 31 CHSP volunteer coordinators including 15 from CHSP providers in Ku-ring-gai and Hornsby areas. This was the first time since the COVID-19 outbreak that so many volunteer coordinators gathered to have face-to-face training sessions.</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>Aged Services Coordinator</i></p>	<p> 100%</p>	<p>Council's Ku-ring-gai and Hornsby Volunteer Referral Services actively supported local community organisations in volunteer recruitment to increase the variety of volunteer opportunities for local residents. Council helped advertise 12 ongoing volunteer roles through multiple channels (e.g. Council website, emails, phone calls, Seek Volunteer website and Go Volunteer website).</p> <p>In February 2021, the Lunar New Year Celebration provided excellent one-off volunteer opportunities to more than 20 volunteers who came from various multicultural backgrounds. Their great contribution was recognised on several stakeholders' official social media, a recorded video on Council's website and the event committee.</p> <p>In April, a Seniors & Volunteer Expo was held by Council in Turramurra for seniors and potential volunteers to participate in the great event for their activity, care and volunteer needs. There were 34 local community organisations participating which attracted 724 visits to their stalls.</p> <p>In May, a comprehensive local volunteer online platform-the Volunteer Hub was proposed to be built to connect local residents, Council and community organisations together through volunteering. In early June the Volunteer Services Coordinator completed consultation of all stakeholders and had proposed an execution plan based on other previous and current user experience analysis. The Hub is expected to be launched in July 2021.</p>
C3.1.1.4	<p>Deliver environmental volunteering programs.</p> <p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	<p> 100%</p>	<p>Environmental volunteer programs continued with 60 new volunteers between January and June 2021. Two new Bushcare and Streetcare groups started. A new Trailcare group started at Jubes, Golden Jubilee, North Wahroonga. There has been resident interest in starting a community garden in St Ives with the Turramurra and West Pymble gardens still going strong. The Lions Club of Turramurra was actively involved in planting days. Seven local schools signed up for the Bee Hotel trial with students studying solitary native bees. Macquarie University PACE students delivered a final report on the survey of local schools giving insight into how Environmental Programs can best be delivered to students. Bee Lottery was opened to all residents. 27 Environmental Levy grant applications are being assessed by 3 independent and 2 staff panellists. A decision will be made in June for recommendations to Council with a report being prepared for July. Most recent Enviro tube topic - "urban biodiversity/ habitat" included a small bird habitat in St Ives and Turramurra residents pool converted into pond.</p>

C3.1.1.5	<p>Encourage and support participation in lifelong learning and community connection within broad cultural, creative and information programs.</p> <p>Signoff Authority: <i>Manager Library Services</i></p>	<p> 100%</p>	<p>After a successful Term 1 at the Art Centre we ran a vibrant school holiday program for the kid's in April. The Art Centre had building works during week one of the holidays so only ran a one week program. Despite this, numbers were still very strong with 138 bookings, which was more than week 2 in the summer program. Classes were at full COVID impacted capacity with 8 students in all art studios and 6 students per class in the pottery studio, following NSW health regulations. The feedback on the classes was extremely positive with glowing reports from parents on the tutors and the Centre's running of the program. We ran some great new programs including 'Mandala Painted Cotton Bags' and 'Papier Mache Animals'.</p> <p>COVID-19 number restrictions were still in place for this period, however in both terms 1 and 2 we had a number of new students joining the Centre and Term 2 had more kid's bookings than Term 1, which was a pleasing result. Term 2 classes began on 19 April with a 90% return rate of Term 1 students. COVID continued to impact the number of students we could safely have in each studio, however the numbers were very strong with 281 adult students and 98 kids students enrolled for the term. Workshop numbers were impressive in this period with Malcolm Carver's 'Sketching in Watercolour' workshop which booked out and resulted in great feedback from attendees.</p> <p>Recovery was this period's stand out themed exhibition. Despite not having any opening event, the show was hung in the gallery for all students, family members and community visitors to view by appointment. A fantastic student and tutor exhibition that gained excellent traction on social media with 986 engagements reaching over 8,000 people and 207 likes and 7 shares. The students really engaged with this theme - one that is very prevalent for the time exploring ideas around regaining physical, emotional and spiritual strength in a personal or worldly context. 52 works were submitted, resulting in a bright and full gallery. A mix of mediums were used too, really showing a good representation of what the Art Centre has to offer in terms of creativity.</p> <p>With COVID-19 restrictions easing for library events in February/March, Libraries were able to bring back face-to-face events with limited numbers. The Rock n Rhyme and Rock and Tales proved popular with parents keen to bring their children back to interactive activities, with a number of the sessions back reaching the maximum capacity of 10 attendees. By June the sessions were obtaining 5 - 10 children attendees and their carers.</p> <p>On 21 April Gordon library ran an Age Pension and Income talk for 18 attendees. This was the second talk from Mehrdad, presenting on what people needed to know about age pensions, super and other income. This session was presented online via Microsoft Teams. On 14 May Gordon staff coordinated a series of talks for Drug Information Week, with the presenter Amy Stearns. 10 of the 11 official bookings arrived for the workshop. On 20 May Gordon hosted the Your Neighbours and the Law Information Session. 19 attendees and 2 presenters participated in the Law Week 2021 information session 'Your Neighbours and the Law'. The event was organised through the State Library of NSW and was presented by staff from Legal Aid NSW and the Community Justice Centre. The session was well attended and the audience was engaged and had many questions. 12 copies of the free book were handed out throughout the evening. In the period, the snapshot of statistics for library events</p>
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			were Story Times; 122 sessions with 600 attendees, Holiday Activities; 12 sessions with 55 attendees and Book Clubs, 3 sessions with 10 attendees.
C3.1.1.6	<p>Develop and deliver information collections, including local studies and electronic resources, that reflect cultural diversity and pride in local community.</p> <p>Signoff Authority: <i>Manager Library Services</i></p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Ku-ring-gai Library continued to deliver accessible and inclusive library services to the community amidst the challenges faced by the COVID-19 pandemic. E-resources are increasingly important parts of the library's collections, measured by spending and circulation. Like e-books, digital audiobooks support libraries to fulfil core missions, including ensuring equity of access for users requiring accommodations for visual impairment; users with mobility issues; and remote users.</p> <p>E-resources usage has been growing and this year the circulation reached 26,366 items, which is a 39% increase from last year. During this year a total of 1,129 purchase requests was received from the community and we were able to fulfil 89% of their requests.</p> <p>We continue to receive compliments from our home library service and Librarius clients who are very grateful to the library for providing access to the wonderful resources. Although it stopped bringing these most vulnerable aged citizens into our libraries, we are still delivering books and audio-visual materials to these customers. A total of 16,177 items were delivered to our customers during this year.</p> <p>The local studies team answered 74 enquiries between April and June 2021, which included family history, property research, databases, reference and archival materials, image requests, local history research and more (5% increase compared to the first half of the year). Requests came through from the community, Council colleagues and heritage consultants.</p> <p>As part of the Heritage festival celebrated across Council, Local Studies organised a digital display of photographs of the Ku-ring-gai Council area at all our branches, and helped at the author event – Searching for Charlotte. Our local studies staff also had the opportunity to visit the heritage home Woodlands, where Ethel Turner wrote Seven Little Australians. Two Ravenswood classes received library orientation on our services and resources, which included local studies resources.</p> <p>Local studies now, has a prominent presence on our website with our collections showcased through photo galleries.</p>

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		
Progressed as scheduled. A number of programs including healthy lifestyle classes, active exercise activities, wellbeing workshops and recreation programs continued to be popular during this period. Participation numbers and utilisation levels increased significantly at Council tennis courts, golf courses and Fitness and Aquatic Centre. Council continued to work with community groups to improve community and recreational facilities and to seek capital grant funding to provide opportunities that encourage social interaction.		

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: Manager Community Development	 100%	Active Ku-ring-gai, youth, aged, multicultural and disability services programs continued to be planned and provided consistent with existing public health orders. COVID-19 safety plans were developed and implemented in order to continue to provide a variety of healthy exercise options for all age groups. Residents were able to engage in social outings, fallproof and back care classes, social tennis, gyms without walls, junior golf programs, tai-chi, yoga and walking groups. All programs were well patronised and feedback returned a satisfaction rating of over 90% across all programs.
C4.1.1.2	Deliver and support programs and events that improve the wellbeing of the community. Signoff Authority: Manager Technical Services	 100%	Council continued to work with both golf courses to improve golfing numbers and increase children player numbers through the Active Ku-ring-gai program. Staff continued to work closely with the YMCA to increase numbers at the Aquatic Centre with new programs and increased class numbers. Staff engaged with the local community on new play spaces with ongoing promoting and advertising our golf courses through print and electronic media outlets. To ensure a COVID-19 safe environment for patrons at our gold courses, Council staff removed flags and bunker rakes, and installed partitions on golf carts to improve hygiene.

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		
<p>Progressed as schedule. Regulation and Compliance progressed generally as scheduled with some impacts and additional workloads due to restrictions and additional health and safety requirements surrounding COVID-19. COVID-19 updates and checklists continued to be emailed to all businesses within Council's register during the period to provide assistance. Fire maintenance contractors have had difficulties gaining access to properties to inspect and carry out maintenance works due to COVID-19 restrictions which therefore impacted on the submission of the Annual Fire Safety Statement to both Council and NSW Fire and Rescue.</p> <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 in accordance with the NSW government inspection instructions.</p> <p>During the period, Council's Environmental Health Officers attended to complaints and conducted inspections in accordance with the NSW Food Authority and Government inspection restrictions.</p> <p>Council's regulatory team assisted in the monitoring COVID-19 social distancing rules within Council's parks, ovals and facilities.</p>		

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>	 100%	Staff represented Council at the Ku-ring-gai and North Shore Police Area Command Community Safety Committee meetings. Liaison continued between Crime Safety Officers and Council staff to address community concerns as they arise and also seek advice on crime prevention matters. Council is currently in the process of working in partnership with Neighbourhood Watch to reprint the 'Reporting Crime in Ku-ring-gai' flyer including translation in various community languages. Council also participates on the Local Government Community Safety Crime Prevention Network.
C5.1.1.2	Crime Prevention Through Environmental Design (CPTED) principles are incorporated into the design and construction of Councils Capital Works. <i>Signoff Authority: Manager Technical Services</i>	 100%	Construction commenced in May at the St Ives Village Green Recreation Precinct which included CCTV infrastructure. External consultants for the Warrimoo Oval Playground and Orange Green Playground finalised concepts following community consultation with detailed design documentation commenced. Robert Pymble Park Playground design work nearing completion to tender June/July 2021.
C5.1.1.3	Implement the Companion Animals Plan 2017-2020. <i>Signoff Authority: Manager Compliance & Regulation</i>	 100%	Council's regulatory team is working in accordance with the Companion Animals Management Plan 2017-2020. COVID-19 health restrictions continued to impact on social and educational events set out in the management plan. Registration rates remain high at 94.8%. This is a great result considering the revised registration fee structure introduced by the Office of Local Government. Council's registration audits remained on track during this reporting period. Council's regulatory team experienced an unprecedented amount of newly identified animals residing within the Ku-ring-gai local government area (LGA). This has outweighed registration rates. General customer complaints remained compatible with previous reporting periods with 27 reported dog attacks and 75 barking dog complaints. There are

			currently 4 Dangerous Dog Orders within the LGA, however 3 of these dogs have moved address without notifying Council. The dogs remain identified on the Companion Animals Register. Council currently has 19 Menacing Dog Orders within the LGA and 2 dogs with Court Control Orders.
C5.1.1.4	<p>Prepare a new Companion Animals Plan 2020-2025 for Council adoption.</p> <p>Signoff Authority: <i>Manager Compliance & Regulation</i></p>	 100%	<p>Council's Companion Animals Management Plan 2020-2025 was placed on public exhibition during this reporting period with five written submissions received. A summary of submissions, including matters identified and responses provided, was included in a post exhibition report to Council in June 2021. The plan was adopted and is now in the implementation phase.</p>
C5.1.1.5	<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>	 100%	<p>As of mid June 2021 Council has 1,159 premises listed on its Annual Fire Safety Statement Register. The maintenance of the register is administered near daily, with new properties coming on line, reminder letters sent to existing registrations and submitted statements being checked against the Australian Standards.</p> <p>A further component of this program has been the need to address the combustible cladding attached to some recent building developments.</p>
C5.1.1.6	<p>Undertake mandatory inspections of swimming pools as prescribed under legislation.</p> <p>Signoff Authority: <i>Manager Compliance & Regulation</i></p>	 100%	<p>During the reporting period, 245 inspections were undertaken. Generally the inspections were as a result of property owner requests, the property owners seeking compliance certificates for the swimming pool barrier.</p> <p>90 Orders were served, requiring property owners to upgrade their barriers so as to ensure compliance with the Standards to minimise the risk to minors from drowning.</p> <p>18 Penalty notices were issued to the total value of \$7,480. The issue of penalty notices is generally an avenue of last resort.</p> <p>Ku-ring-gai Council households continue to be one of the highest private swimming pool owners within the state with over 16,500 pools on the state register.</p>
C5.1.1.7	<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>	 100%	<p>Council's Environmental Health Officers attended to complaints and conducted inspections in accordance with the NSW Food Authority and Government inspection restrictions. Officers have continued to conduct surveillance and distribute information to food shop operators in accordance with advice of the NSW Food Authority and NSW Health during the COVID-19 pandemic including reminding all proprietors of the need for COVID check in.</p>

C5.1.1.8	<p>Maintain Council's register and responsibilities for managing regulated premises.</p> <p>Signoff Authority: <i>Manager Compliance & Regulation</i></p>	<p> 100%</p>	<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. COVID-19 updates and checklists have continued to be emailed to all businesses within Council's register during the period to provide assistance.</p> <p>For the financial year, Council's registers include a total of 433 food premises, 30 skin penetration premises, 2 brothels, 32 cooling towers, 18 public pools, 12 grey water systems, 12 septic systems and 12 pump sewage to main systems.</p>
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Issue: C6: Housing choice and affordability

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

Term Achievement

Code	Description	Progress
C6.1.1	<p>Council's planning approach to the provision of housing across Ku-ring-gai is responsive and addresses the supply, choice and affordability needs of the community and the changing population.</p> <p>Signoff Authority: <i>Director Strategy & Environment</i></p>	
<p>Comments</p> <p>Progressed as scheduled. Council's adopted Housing Strategy was submitted to the Department of Planning, Industry and Environment (DPIE) on 14 December 2020 for formal endorsement. There was a commitment by DPIE to respond to Council by the end of May 2021. At the time of reporting the response was yet to be received.</p> <p>The preparation of an affordable housing position paper commenced. The position paper will investigate a range of options for Council to address housing affordability issues and any potential planning mechanisms that can be used. Work has continued on an appropriate local response to providing housing diversity for Ku-ring-gai including a potential local complying development code.</p> <p>Development applications for new residential flat building and townhouse developments, in addition to aged care housing and single residential dwellings, continued to be received and determined during the year. Contemporary data on the mix of dwelling types and occupation by household type in Ku-ring-gai will be collected by the 2021 ABS Census, to be held in August. When available, this data will inform future planning.</p>		

Operational Plan Tasks

Code	Description	Progress	Comments
C6.1.1.1	<p>Commence implementation of the Ku-ring-gai Housing Strategy to 2036.</p> <p>Signoff Authority: <i>Manager Urban & Heritage Planning</i></p>	<p> 100%</p>	<p>Council's adopted Housing Strategy was submitted to the Department of Planning, Industry and Environment (DPIE) on 14 December 2020 for formal endorsement. An initial meeting was held with DPIE on 17 March 2021 and requested additional information was submitted on 26 March 2021. There was a commitment by DPIE to respond to Council by the end of May 2021. At the time of reporting the response was yet to be received. Once the Housing Strategy is formally endorsed by DPIE, implementation will commence.</p>

C6.1.1.2	Develop strategies and models that will assist the provision of affordable housing choices consistent with the Local Strategic Planning Statement (LSPS). Signoff Authority: <i>Manager Urban & Heritage Planning</i>	 100%	The preparation of an affordable housing position paper has commenced. This builds on the research and findings contained in the Housing Needs Study prepared as part of the Housing Strategy. The position paper will investigate a range of options for Council to address housing affordability issues and any potential planning mechanisms that can be used.
C6.1.1.3	Identify opportunities to provide a range of housing choices as part of the implementation of the Ku-ring-gai Housing Strategy to 2036. Signoff Authority: <i>Manager Urban & Heritage Planning</i>	 100%	Work has continued on an appropriate local response to providing medium density housing for Ku-ring-gai including a potential local complying development code. A comparative assessment of controls under the code with Ku-ring-gai's current controls was finalised. Workshops have been held with urban design consultants and internal staff to examine best practice medium density housing models.

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: <i>Director Operations</i>	
Comments		
Progressed as scheduled. Ku-ring-gai Council has been actively involved with the review of the Local Emergency Management Plan with all stakeholders. This has included the update of all demographic information for Hornsby and Ku-ring-gai local government areas as well as the update of all consequence management guides in consultation with all committee members. Significant input into the Hornsby Ku-ring-gai Bushfire Risk Management Plan has also been undertaken through the fuel management subcommittee that meets regularly.		

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: <i>Director Operations</i>	 100%	The review of the Hornsby- Ku-ring-gai Emergency Management Plan (EMPLAN) has progressed well with the majority of the document updated to include latest census and demographic figures, boundary changes and additional transport routes (NorthConnex and Rail). Work has also progressed on the review of the consequence management guides with all active committee members. The Local Emergency Management Committee meeting was held in May 2021. The Committee is also reviewing the potential relocation of the Emergency Operations Centre within the Rural Fire Service (RFS) headquarters at Cowan.

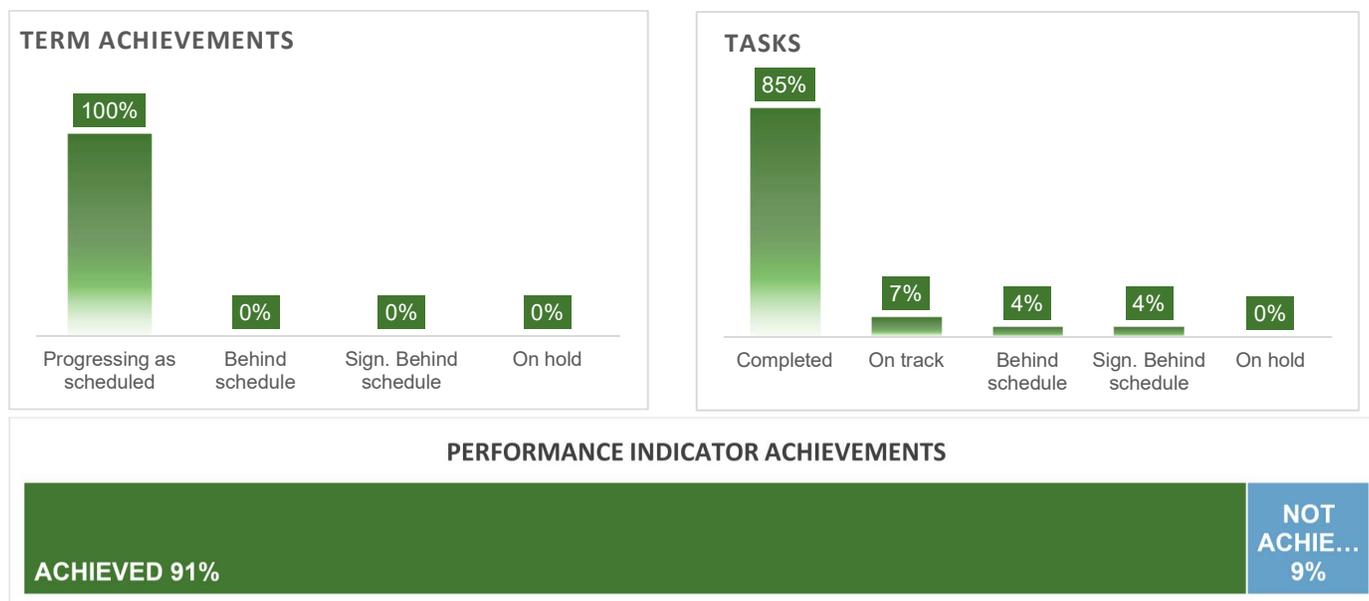
C7.1.1.2	<p>Implement the Hornsby Ku-ring-gai Bush Fire Risk Management Plan, in consultation with the Hornsby Ku-ring-gai Bush Fire Management Committee.</p> <p>Signoff Authority: <i>Manager Infrastructure Services</i></p>	<p><input checked="" type="checkbox"/> 100%</p>	<p>Council effectively participated as an active member of the Hornsby Ku-ring-gai Bushfire Management Committee with organisational representatives attending the quarterly Bushfire Management Committee meetings and the monthly fuel management subcommittee meetings to discuss bushfire hazard reduction activities.</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><input checked="" type="checkbox"/> 100%</p>	<p>The Middle Harbour - Southern Catchments and Middle Harbour Northern Catchments Flood Studies are ongoing with the Southern Catchments Study due to be completed by the end of 2021 and the Northern Catchments Study to be completed in 2022.</p> <p>The Lane Cove - Northern Catchments Flood Study Request for Quotation was awarded and is due to commence in June 2021.</p> <p>Adoption of the Flood Prone Land Policy and updating planning certificates with relevant flood notations is a key action identified in flood risk management plans that has been completed this financial year.</p>



THEME 2 NATURAL ENVIRONMENT

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

Performance summary



Key achievements

- Launch of the Net Zero Communities program to accelerate progress towards net zero by 2040 or earlier.
- New education programs for schools on contemporary environmental issues to strengthen environmental outcomes.
- Growth of social media and electronic platforms including increased subscribers and views on Council's Loving Living Ku-ring-gai Facebook page and Twitter account, Envirotube channel and the new sustainability webinar library on Council's website.
- The Cultural & Environmental Education Centre (CEEC) was included in a new Plan of Management for the St Ives Showground Precinct which has been endorsed by Crown Lands.
- Continued collaborative work with NSW Government Saving our Species program officers on the conservation of *Hibbertia spanantha*, a critically endangered shrub first discovered in Ku-ring-gai in 2007.
- Adoption of the Urban Forest Policy.
- Greenhouse gas emissions for 2020/21 are 40% lower than Council's 2000 baseline.
- Council was a finalist in the Cities Power Partnership Climate Adaptation Award 2020.
- Council was engaged by Resilience NSW to assist other communities through deployment of a staff team to Port-Macquarie Hastings LGA to help with recovery following fire and flood disasters.
- Finalised new waste contract will commence in September 2021.
- Plans of Management for the St Ives Showground and Precinct Lands and the Ku-ring-gai Flying Fox Reserve were completed and placed on public exhibition. The Natural Areas Plan of Management is awaiting Crown Land's endorsement.

- The Hawkesbury-Nepean Coastal Management Program was awarded funding to undertake stage 2 of the Coastal Management Program Process. Hornsby Council will coordinate the project and funding of \$316,662 on behalf of the Hawkesbury, The Hills Shire, Ku-ring-gai, Central Coast and Northern Beaches Councils.

Challenges

- Adjustments to environmental programs and resources to meet COVID-19 restrictions.
- The update of Plans of Management in accordance with the Crown Land Management Act 2016 and Local Government Act 1993 have required significant staff resources and internal consultations.

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	5,836	Decreased	
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	2,764	Increased	
<p>Comment: With more residents at home due to COVID-19 health restrictions, there has been an increase in sustainability rebates and resulting actions. This was offset by the impacts of health restrictions on programs requiring face-to-face contact. Data collection methods were amended following the baseline year of 2016/17 which has led to a reduced baseline figure assumption and altered results throughout the period. These will be revised as part of the preparation of the next Community Strategic Plan.</p>							
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	2,616	Increased	
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	%	93	Increased	
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	731	Increased	
<p>Comment: The significant increase is due to the commencement of Council's Net Zero Communities program.</p>							
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	189.73	Monitor	

Code	Description	Baseline	Yearly Target	Units	Achieved Amount	Progress Trend	Performance
N5.1.1.A	Percentage household waste diverted from landfill.	Council's target is 60% of total household waste diverted from landfill. (Source: Council)	60	%	58.41	Monitor	
Comment: More waste was generated from households last year instead of workplaces and entertainment venues as a result of public health order restrictions on movement and gathering.							
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	77.74	Monitor	
Comment: Based on population of 127,153.							
N5.1.2.B	Household electricity consumption per capita.	In 2016/17, there was 2,980kWh household energy consumption per capita. (Source: Ausgrid and RAPP2.0)	2,980	kWh/capita	2,790	Decreased	
Comment: Based on the most recent data available from Ausgrid (2019/20) and population of 127,153.							

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		
Progressed as scheduled. Council's broad range of programs and community rebates continued to engage the Ku-ring-gai community on environmental and sustainability issues. Council communication channels have continued to grow and there are now 3 e-news in circulation.		

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 community programs and incentives 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 5,061 followers and in the last six months posts on this page registered a total of 147,371 impressions in the feeds of its followers and were engaged with (shared, clicked, commented) 6,821 times. The Loving Living Ku-ring-gai Twitter account has increased to 689 followers. The Envirotube channel on YouTube now has 3,310 subscribers and the videos on the channel have registered 716,926 views. Our newly created Sustainability webinar library on Council's website has also attracted 861 views. Our Environment and Sustainability pages on Council's website have remained consistently well-visited with 35,531 unique page views.

Term Achievement

Code	Description	Progress
N1.1.2	Increased community action that benefits the natural environment. Signoff Authority: Director Strategy & Environment	
Comments		
<p>Progressed as scheduled. Programs focusing on environment and sustainability continued to achieve high registration and attendance. Rebates and subsidies, supported by the Environmental Levy, have been successfully used to promote positive change at an individual and community level to promote actions beneficial to the environment. A focus on business sustainability through the Better Business Partnerships Program and Smart Schools Program have been very successful in empowering those sectors to make positive environmental behavioural changes.</p> <p>Councils Environment and Sustainability team has worked closely with staff from the Ku-ring-gai Wildflower Gardens to boost each other's programs and strengthen environmental education outcomes.</p> <p>Council launched the Net Zero Communities program to help scale up and accelerate the community's progress towards net zero by 2040 or earlier.</p>		

Operational Plan Tasks

Code	Description	Progress	Comments
N1.1.2.1	Deliver environmental resources and programs for residents. Signoff Authority: Manager Environment & Sustainability	 100%	<p>During the period, 21 events were successfully held including a Spider Walk, Grey water systems workshop, severe weather preparation and Solar for Strata. A total of 525 residents attended and tuned in during the period.</p> <p>Compost Revolution saw the sale and delivery of 53 compost bins and 21 worm farms to residents. Council's Bushcare, Streetcare and Parkcare programs have 714 active volunteers.</p> <p>Council's Loving Living Ku-ring-gai events program has started to return to some face-to-face events with zoom events being recorded for viewing afterwards by residents.</p>
N1.1.2.2	Deliver environmental resources and programs for businesses. Signoff Authority: Manager Environment & Sustainability	 100%	<p>The Better Business Program (BBP) is progressing to plan this period. The focus has been principally on the delivery of the Better Business Awards with less focus on the recruitment of new business members. All 52 finalists needed to be re-accredited and have detailed case studies prepared for judging. Some staffing issues also impacted progress hence appointment of Marketing Contractor and new Program Manager for Willoughby and North Sydney. A new North Sydney Program Manager commenced in June 2021.</p> <p>Two student interns was brought in to focus on social media and website support from Macquarie University.</p> <p>Total Ku-ring-gai accreditations for 2020/21 to date is 13 (new) and 18 (reaccreditations).</p>
N1.1.2.3	Deliver environmental resources and programs for schools, children and young people. Signoff Authority: Manager Visitor Experience & Events	 100%	<p>Successful quarter for programs at Ku-ring-gai Wildflower Garden with high attendance at Autumn School Holidays and growth in Nature Play for Preschoolers and Wild Birthdays. Seniors in Nature was held over Seniors Week with solid attendance and interest for future programs.</p>
N1.1.2.4	Develop a detailed design for a Cultural and Environmental Education Centre and secure funding for its construction. Signoff Authority: Director Strategy & Environment	 91%	<p>The Cultural & Environmental Education Centre (CEEC) has been included in a new Plan of Management (PoM) for the St Ives Showground Precinct. The PoM must be approved before the Review of Environmental Factors (REF) can be approved as it is a requirement of an REF that any new facility (on Crown Land) is acknowledged in an approved PoM.</p>

			Council received approval from Crown Lands in June 2021 for the Plan of Management including the CEEC.
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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	The condition of bushland and the conservation of native flora and fauna have improved. <i>Signoff Authority: Director Strategy & Environment</i>	
Comments		
<p>Progressed as scheduled. 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. A draft Natural Areas Plan of Management has been sent to Crown Lands for endorsement prior to going to public exhibition. Additionally a draft Ku-ring-gai Flying-fox Plan of Management has been developed and will be presented at the Ordinary Meeting of Council in July for adoption. This significant document guides the conservation management of the significant camp within Gordon.</p> <p>Council's monitoring program continued to collect data on threatened species population and distribution to inform development assessment and Part 5 assessment decisions, as well as conservation management strategy development.</p> <p>The review of the Ku-ring-gai Biodiversity Offsetting Code of Practice will continue next financial year with a Task included in the Operational Plan 2021-2022.</p>		

Operational Plan Tasks

Code	Description	Progress	Comments
N2.1.1.1	Develop a Ku-ring-gai Natural Areas Plan of Management and implement priority actions. <i>Signoff Authority: Manager Environment & Sustainability</i>	 95%	Council endorsed the draft of the Natural Areas Plan of Management at the May 2021 Ordinary Meeting of Council. The draft Plan of Management was sent to NSW Crown Lands for Ministerial approval before being released for public exhibition for comment early in the next financial year.
N2.1.1.2	Implement priority actions in the Biodiversity Policy and implement the biodiversity monitoring program. <i>Signoff Authority: Manager Environment & Sustainability</i>	 100%	Council's fauna biodiversity program continued to track the population health and abundance of key species benefiting from conservation management and planning decisions and through community engagement aspects of the monitoring program. Pygmy-possum activity was detected via checking 38 nest box every quarter and remote camera footage was undertaken at Council's reserves. Collaboration with the NSW Department of Planning, Industry and Environment - Saving our Species program helped support the actions and monitoring for four projects dealing with threatened species. Microbat monitoring was undertaken at 46 sites to assess diversity and abundance of microbats and inform future site management. Collaboration with tertiary institutions to support seven ecological research projects was undertaken over the year.
N2.1.1.3	Implement priority actions in the Fauna Management Policy and implement the fauna monitoring program. <i>Signoff Authority: Manager Environment & Sustainability</i>	 100%	Council's fauna management programs have continued to improve the knowledge on distribution and abundance of key species across the LGA. Additionally, the fauna monitoring conducted on Eastern Pygmy-possums and Flying-fox have engaged community. Fly-out counts at the Ku-ring-gai Flying Fox camp continue in the long term downward trend of the population, with a completely empty camp from 30 April 2021. The fauna monitoring program has benefited from partnerships with citizen science projects such as the

			<p>Powerful Owl Project, FrogID, and BioQuest. This data continues to support Council development decisions and conservation management.</p> <p>The Fauna Management Policy is currently being reviewed with a draft scheduled for the July Ordinary Meeting of Council for endorsement of public exhibition.</p>
N2.1.1.4	<p>Review service level agreements for bushland maintenance activities and develop maintenance delivery schedules.</p> <p>Signoff Authority: <i>Manager Infrastructure Services</i></p>	 100%	<p>A new system for the allocation of work orders has been successfully implemented and labour and material costs have been captured to enable expenditure reporting on assets.</p>
N2.1.1.5	<p>Implement site management plans for priority bushland reserves and implement a monitoring program.</p> <p>Signoff Authority: <i>Manager Infrastructure Services</i></p>	 100%	<p>Completed previous reporting period.</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: <i>Manager Environment & Sustainability</i></p>	 50%	<p>Further review and promotion of the Code of Practice is required and has been delayed due to staff resourcing and workloads associated with the Natural Areas Plan of Management upgrade. The review includes consideration of cost changes and changes associated with the Biodiversity Offset Scheme as well as consultation with relevant sections of Council.</p> <p>Reason</p> <p>The progression of the task was impacted by resourcing issues from staff leave and alternative workload priorities to meet Crown Lands Management Act requirements for updated plans of management.</p> <p>Remedial Action</p> <p>Priority will be given to these tasks within next financial year. A task to progress this work is included in the Operational Plan 2021-2022.</p>

Term Achievement

Code	Description	Progress
N2.1.2	<p>Ecological protection and understanding is integrated into land use planning.</p> <p>Signoff Authority: <i>Director Strategy & Environment</i></p>	
Comments		
<p>Progressed 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 Council is looking to commission an Urban Forest Strategy with a completion timeline of 6-10 months. Progress has been made on the update of Plans of Management in accordance with the Crown Land Management Act 2016 with the St Ives Showground and Precinct Lands Plan of Management and the Ku-ring-gai Flying Fox Reserve Plan of Management on public exhibition. The Natural Areas Plan of Management is awaiting Crown Lands endorsement. The development of Water Sensitive Cities Strategy has also progressed with a final adopted plan to be ready in October 2021.</p>		

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 is continuing to streamline procedures and assessments for exempt and minor Council works. Council's templates (including our Review of Environmental Assessment Reporting) is scheduled for an update following a review into benchmarking with other Council and Part 5 authorities. The review will emphasise streamlining assessment without impacting environmental values. An Ecological Constraints Mapping Report template was also created and will be continually refined with new data (such as canopy and fauna habitat mapping). Council has been improving field mapping capacity as well as further improving and streamlining the approval process. Council has also been improving our field mapping capacity and further integrating data from field officers using mobile device technology and mapping.
N2.1.2.2	Apply development assessment controls and conditions to ensure new development reflects government legislation and Council's adopted Local Environment Plans and Development Control Plans with regards to riparian and biodiversity provisions. Signoff Authority: <i>Manager Development Assessment Services</i>	 100%	Development assessment conditions and controls continued to be applied to reflect Council planning controls and government legislation with regard to riparian and biodiversity provisions.

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		
Progressed to schedule. 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. A complete audit of Council's Gross Pollutant Traps (GPTs) was conducted across the LGA and each asset has been fully integrated into Council's asset management system and used to inform a new GPT maintenance and cleaning contract. These improvements will lead to improved maintenance of infrastructure ensuring they function at optimal capacity. Internal workshops for the development of the Water Sensitive Cities Strategy were completed and the final report will be completed by the end of 2021.		

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 work with the NSW State Government and neighbouring Councils, participating financially and in-kind for both the Hawkesbury-Nepean and Sydney Harbour Coastal Management Program projects. These projects are actively undertaking background research and data collection for the improved management of our local waterways. Council also continued to support and encourage relevant student research projects in the area and

			actively participates in the AUSMAP microplastic monitoring program.
N3.1.1.2	<p>Implement priority actions in the Water Sensitive City Policy, develop and implement Water Sensitive City Strategy.</p> <p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	 90%	<p>In May 2021, 43 Council staff across 4 Directorates participated in 4 internal staff workshops to develop and refine actions, outcomes and targets for Council's new Water Sensitive City Strategy.</p> <p>The draft Water Strategy was provided on 30 June 2021.</p> <p>A number of priority actions from the Water Sensitive City Policy and draft Strategy have already been implemented and are reported on annually (eg. reduction in Council and the community's potable water use; water quality monitoring and protection of waterways; installation of water quality and flow projects).</p> <p>Reason</p> <p>Staff changes and vacancies over the 2018-2021 Delivery Program reporting period were the primary reason the strategy was not 100% complete and implemented.</p> <p>Remedial Action</p> <p>The development of the draft Water Strategy was completed by 30 June 2021, with Council adoption and the public exhibition process to take place early next financial year 2021/2022. A task to progress this work is included in the Operational Plan 2021-2022.</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.</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		
<p>Progressed as scheduled. Council continued with water harvesting and reuse programs at Council facilities across the area during the reporting period. A monitoring program is being implemented to check tank levels at each site which allows for better forecasting of irrigation requirements.</p>		

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%	<p>Council continued to improve sporting fields due to the availability of harvested water.</p> <p>Water harvesting sites are working at maximum capacity at all locations. It has reduced the need for potable water to be used at most sporting locations.</p>

Issue: N4: Climate change

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

Term Achievement

Code	Description	Progress
N4.1.1	The community is effectively informed and engaged on climate change impacts and responses. <i>Signoff Authority: Director Strategy & Environment</i>	
Comments		
<p>Progressed as scheduled. Council continued to be a recognised leader in the field of emergency preparedness and response, particularly around the SIMTable and Climate Wise Communities Program. There have been key developments around the Climate Wise Communities (CWC)/Simtable program and Resilience NSW has engaged Council to assist other communities badly impacted by recent fires and floods. A Community Resilience Plan for Ku-ring-gai will also be developed in the coming 12 months.</p> <p>Council also launched the Net Zero Communities program with community events focused on Schools, Businesses, Strata and the general community.</p>		

Operational Plan Tasks

Code	Description	Progress	Comments
N4.1.1.1	Deliver the Climate Wise Communities program to build community resilience to the impacts of climate change and extreme weather events. <i>Signoff Authority: Manager Environment & Sustainability</i>	 100%	Staff conducted a storm workshop that was presented simultaneously live and online. The workshop used the three historic storm events that caused significant damage in Ku-ring-gai and added to that the map layer of damage caused by one of these storms to the Ausgrid network as well as the calls to the State Emergency Service for assistance on another map layer. These demonstrations on the Simtable were well received by community and while they lack the impact of the bushfire progressions they are still effective at engaging the community in discussions about preparation, response and recovery plans for these high impact events. Staff hope to continue to build and refine the storm event progressions but have not yet got a tool that can do storm simulations that we can control. This may come in the next year or two from Simtable or the Australian Bureau of Meteorology consultants. We are keeping in touch with them and will follow up as developments occur.

Term Achievement

Code	Description	Progress
N4.1.2	Council's vulnerability to climate change is reduced. <i>Signoff Authority: Director Strategy & Environment</i>	
Comments		
<p>Progressed as scheduled. Council has significantly progressed in its objective towards Net Zero Emissions from Council operations by 2040 or earlier in line with the Action Plan 2030. Steps have also been taken to ensure the progress continues through Councils enrolment in the PEERS 3 electricity tender through the Southern Sydney Regional Organisation of Councils (SSROC). This initiative will seek to source 100% renewable energy for Council operations.</p>		

Operational Plan Tasks

Code	Description	Progress	Comments
N4.1.2.1	Implement priority actions in the Climate Change Adaptation Strategy.	 100%	During this reporting period the program for the last round of the LGNSW grant for improving Council's resilience to climate change was prepared. The focus of the program is on the resilience to bushfire of early

	Signoff Authority: <i>Manager Environment & Sustainability</i>		<p>childhood/daycare centres both run by Council and others in the community. To assist this, Council officers worked with the NSW Department of Education, State Emergency Services, Rural Fire Service and NSW Police to deliver a workshop in June at the 'Little Amigos' Childcare Centre. All Council daycare businesses were invited along with private Ku-ring-gai childcare providers invited by the NSW Department of Education.</p> <p>Another workshop presented by Council's Bushfire Officer, focused on how to prevent trees on both public and private land becoming a bushfire risk in the future. Opportunities will continue to be explored to identify where Council can make a positive difference to improving resilience to climate change, as well as continuing to monitor for funding opportunities.</p> <p>Results during 2020/21 included:</p> <ul style="list-style-type: none"> * Workshops - 393 attendees excluding conferences * Number of people accessing CWC website - 1611 * Number of external (to Ku-ring-gai) presentations - 6 including conferences (162 people in attendance) * Number of other Councils Adopting the CWC program - 4 * Number of Ku-ring-gai workshops (Zoom and Live) - 13. These workshops present the challenges related to climate change and promotes resilience and preparation.
N4.1.2.2	<p>Review the Climate Change Policy and implement priority actions.</p> <p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	<p style="text-align: center;"> 100%</p>	<p>In this reporting period successful community consultation was undertaken for the Net Zero Communities program. This incorporated an in-person community workshop, an online community workshop, and focus group workshops for Culturally and Linguistically Diverse communities, strata/independent living communities, school leaders, and local businesses. The community consultation was completed by 600 residents.</p> <p>Council enrolled in the PEERS 3 electricity tender and provided input to SSROC on Council's energy procurement objectives, including the aim of sourcing 100% renewable energy.</p>

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	<p>The community is effectively engaged in improved waste reduction, reuse and recycling.</p> <p>Signoff Authority: <i>Director Operations</i></p>	
Comments		
<p>Progressed as scheduled. The new waste collection and disposal contract has been completed and made ready to commence in September 2021. Additional recycling services and increased recovery of green waste has been included. Community waste education has continued for both the new services and existing recycling messages.</p>		

Operational Plan Tasks

Code	Description	Progress	Comments
N5.1.1.1	<p>Deliver effective and efficient waste management services.</p> <p>Signoff Authority: <i>Manager Waste & Cleaning Services</i></p>	<p style="text-align: center;"> 100%</p>	<p>All residential waste services have been completed successfully this reporting period including white goods, mobile chipping and vegetation tipping for residents in bush fire zones.</p>

N5.1.1.2	Finalise new Waste Collection Tender and Contract. Signoff Authority: <i>Director Operations</i>	 100%	The new contract was finalised for commencement in September 2021.
N5.1.1.3	Deliver community waste education programs. Signoff Authority: <i>Manager Waste & Cleaning Services</i>	 100%	The chemical collection took place on 22 & 23 May with 72.70 tonnes of material delivered and diverted from waterways and landfill. A record 2,275 carloads of residents participated in this event. Residents attended a workshop on composting and worm farming at Kimbriki where they not only learnt about composting and worm farming they also learnt why it is important to keep organic waste out of landfill where possible. Resident newsletters, website updates and printed educational material is being prepared for the roll out of the new waste contract to start on 6 September 2021.
N5.1.1.4	Deliver grant funded Waste Less Recycle More projects. Signoff Authority: <i>Manager Waste & Cleaning Services</i>	 100%	All projects completed according to schedule. 11 schools participated in the Worm Up project with 361kg of unusable school uniforms diverted from landfill. Phase 4 of the multi-unit dwelling education program has concluded with 16 units blocks engaged. Face to face engagement of Strata Managers, Body Corporate, cleaners and residents has occurred to improve waste behaviour and reduce contamination. Results from phase 1 and 2 of the MUDs education program have shown that ESL residents engaged in their own language improves waste behaviour. Face to face engagement will improve this further. These units have the majority of residents who speak English as a second language. Council has been working in partnership with the Northern Suburbs Football Association to provide Container Deposit Scheme bins to 7 football clubs that operate canteens. Football clubs have been given the opportunity to collect the CDS material diverting recyclable material away from landfill. The parks and sportsground litter bin upgrade has seen 6 new bin enclosures installed at Canoon Road Netball Courts, additional bins at Wahroonga Park and upgrade bins at the Secret Garden. 81 cradle bins have been removed and replaced with 120L bins on bin stands with improved access.
N5.1.1.5	Participate in the Northern Sydney Regional Organisation of Councils (NSROC) Regional Waste Disposal Contract. Signoff Authority: <i>Manager Waste & Cleaning Services</i>	 100%	Waste processing recommenced in July 2020 as part of an EPA trial to rehabilitate the mine tailings dam onsite at Woodlawn. From July 2020 to April 2021 a total of 26,942 tonnes of general waste was processed from the northern Sydney region. As a result an amount of 6,211 tonnes was diverted from landfill. Of this diverted amount 2,082 tonnes have been apportioned to Ku-ring-gai. May and June recovery is still be assessed and reported.
N5.1.1.6	Implement Regional Waste Plan Actions. Signoff Authority: <i>Manager Waste & Cleaning Services</i>	 100%	Progress on schedule with the Northern Sydney Regional Northern Sydney Regional Organisation of Councils Food Diversion trial scheduled to commence in early September. Research and methodology has been finalised. A communication and design strategy is in the draft stage. Australasian Circular Textiles Association (ACTA) has delivered its final workshop and presented the Sydney Textiles draft plan. The Action Plan has set a five year target to divert the amount of textiles going to landfill by 50%.

Term Achievement

Code	Description	Progress
N5.1.2	The community is effectively engaged in energy and water conservation and efficiency programs. <i>Signoff Authority: Director Strategy & Environment</i>	
Comments		
<p>Progressed as scheduled. Council's Energy Smart program continued to be highly subscribed throughout the community indicating the desire within the community to take action that reduces energy and water use at a household level. This is also shown through the high level of engagement from the community in Council's newly launched Net Zero Communities Program which seeks to scale up and accelerate the transition to a net zero future.</p> <p>The community were engaged through webinars and individual Greenstyle visits were conducted to support households make positive changes for energy and water conservation.</p>		

Operational Plan Tasks

Code	Description	Progress	Comments
N5.1.2.1	Implement programs to assist the community to reduce energy and water use. <i>Signoff Authority: Manager Environment & Sustainability</i>	 100%	<p>This year, the Energy Smart program awarded 178 rebates, totalling \$89,500, for the installation of 55 energy efficient pool pumps, 8 window efficiency retrofits, 5 Hot water heat pump, 31 home insulation, 130 solar PV of (977kWp) and 4 battery storage systems (72.5kWh). Matched community investment for this period was \$1,230,840.</p> <p>Through the 'Solar for Strata' webinar we engaged with 16 residents providing them information on shared solar and NABERS for apartment blocks. Council's Greenstyle advisory service provided 10 home owners with information on how to lower their energy bills, draught-proof their homes, and prevent damp and mould. An additional 19 homes were provided advice on making their gardens more water sensitive.</p> <p>As part of the Water Smart program, rebates totalling \$1,333 were awarded for the installation of three rainwater tanks (with a total capacity of 12,200L). Matched community investment was \$11,015 for the period. One Water Smart webinar on Greywater systems was held, with 15 people attending.</p>

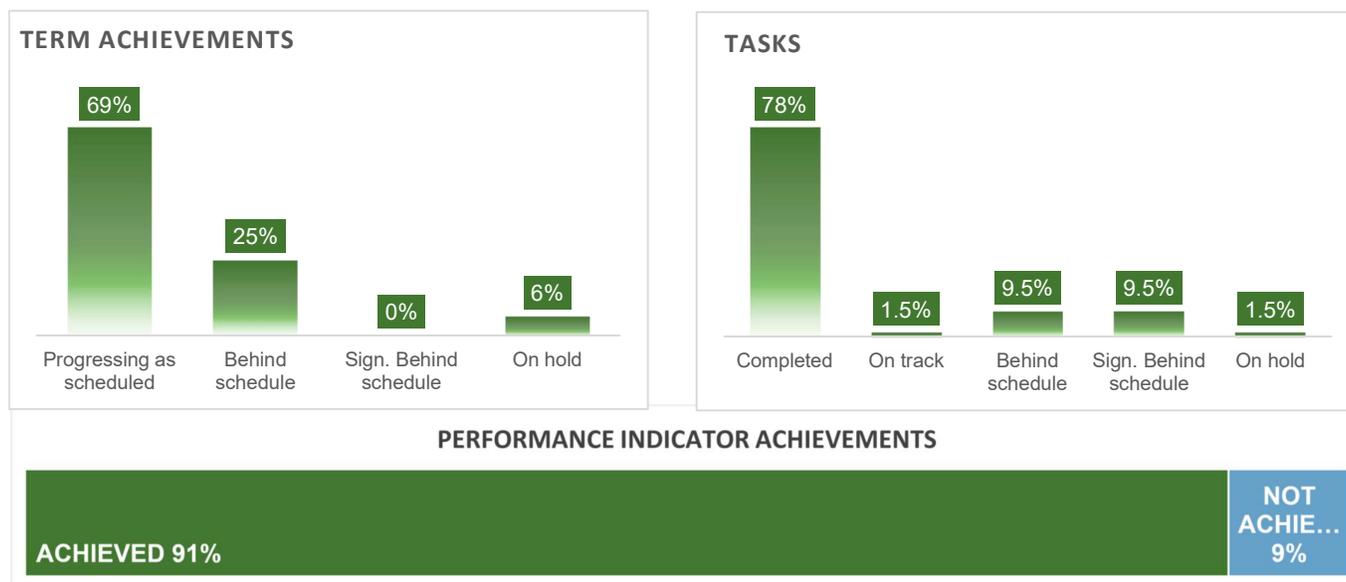


THEME 3

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

- Adoption of the Local Character Background Study, which will inform future projects such as the Urban Forest Strategy and the Green Grid Strategy.
- Consolidation of the Ku-ring-gai Local Environmental Plan (Local Centres) 2012 and the Ku-ring-gai Planning Scheme Ordinance into the Ku-ring-gai Local Environmental Plan 2015 which is now the single LEP applying to the whole of Ku-ring-gai.
- Adoption of the Heritage Strategy.
- Completion of the Babbage Road Roseville Chase neighbourhood centre upgrade.
- The Lindfield Village Green works are progressing well with completion programmed for late 2021.
- Received grant funding to refurbish Wahroonga World War 1 Memorial from the Office of Veterans Affairs.
- Energy consumption at 828 Pacific Highway, Gordon has fallen by 24% as a result of lighting upgrades in the carpark and base building, and upgrades to the air-conditioning and ventilation (HVAC) system.
- Upgrades and works were completed at the St Ives Community Hall and Youth Centre, East Lindfield Community Centre, St Ives Showground Rotary Kiosk and the Louise Lennon and Douglas Pickering Pavilions at the St Ives Showground.
- Upgrades of amenities completed at Acron Oval, Queen Elizabeth Oval, Roseville Chase Oval, Bicentennial Park and the St Ives Village Green.
- New amenities completed at the St Ives Showground Regional Playground.
- Heads of Agreements finalised for 10 new and renewed lease/licence arrangements for community facility use.
- Transformation of the formerly single use St Ives Village Green amenities building to a multi-use building with public toilets for North Shore District Softball Club and St Ives AFL.
- Significant growth in indigenous cultural programming in 2021 including the Gai-mariagal Festival and NAIDOC week, Healing Country Art Workshop, Warakirri Dining Experience, Guided Bush Tucker Walk and Message Stick Weaving.

Challenges

- Negotiations are continuing with potential developers for the Lindfield Village Hub.
- Plans to revitalise local centres are being progressively implemented.

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	%	99	Increased	
Comment: Council received 4,715 tree management requests during the period.							
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	403	Decreased	
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	%	95	Stable	
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	83	Decreased	
P6.1.2.A	Percentage of completed playground safety audit programs.	In 2016/17, 100% of the playground safety audit program was completed within set timeframes. (Source: Council)	100	%	100	Stable	
P7.1.1.A	Potable water consumption (kL) from Council operations.	In 2016/17, potable water consumption from Council operations was 183,573kL. (Source: Council)	183,573	kL	78,839	Decreased	
Comment: This is a significant reduction, contributed to by public health restrictions but still a significant result for Council.							
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	120,925	Increased	
Comment: Less recycled water has been used during the period due to less water demand overall.							
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	3,924	Decreased	
Comment: This is a significant reduction, contributed to by public health restrictions but still a significant result for Council.							

Code	Description	Baseline	Yearly Target	Units	Achieved Amount	Progress Trend	Performance
P7.1.1.D	Greenhouse gas emissions (tonnes CO2-e) from Council operations.	In 2016/17, there was 10,589 tonnes CO2-e greenhouse gas emissions from Council operations (electricity, gas, fleet, street lighting). (Source: Council)	10,589	Tonnes	5,472	Decreased	
<p>Comment: This is a 40% reduction compared to Council's baseline GHG emissions from 2000, and represents a 15% improvement on last year's emissions reduction of 25%, relative to the 2000 baseline. The key contributions to the additional reductions over the last 12 months are a result of a full 12 months of renewable energy from the Moree Solar Farm (5%), street lighting energy efficiency upgrades (3%), and facilities powered down during public health restrictions (7%). In 2021/22 Council expects that the emissions reductions attributable to public health restrictions will reverse.</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	%	29	Increased	
<p>Comment: Utilisation of halls and meeting rooms was impacted by COVID-19 restrictions forcing closures and room capacity limits. Additionally, St Ives Community Hall and East Lindfield Community Hall were closed for major upgrades.</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	%	96	Increased	

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 as scheduled. Strategies, plans and processes are in place to protect and enhance Ku-ring-gai's visual and landscape character including Council's Local Strategic Planning Statement and the consolidated Ku-ring-gai Development Control Plan (DCP). Additionally, development and development related applications are assessed against NSW state and local planning objectives and controls. The Ku-ring-gai Local Character Background Study was finalised and adopted by Council in June. The development of an Urban Forest Monitoring program will be undertaken through the creation of the Urban Forest Strategy in the next financial year with a Task included in the Operational Plan 2021-2022.		

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 & Heritage Planning</i>	 100%	The consolidation of the Ku-ring-gai Development Control Plan (DCP) and Local Centres Development Control Plan was completed and came into effect on 28 June 2021 which is when the consolidated Ku-ring-gai Local Environmental Plan (KLEP) commences. A house keeping review of the DCP has been undertaken to correct identified errors and inconsistencies and adjustments to controls in response to issues raised in Land and Environment Court appeals. Draft DCP amendments were reported to Council in April 2021 and placed on public exhibition in May/June 2021.
P1.1.1.2	Prepare a Local Character Strategy for Ku-ring-gai consistent with the Local Strategic Planning Statement (LSPS), Local Character Guidelines, and the North District Plan. <i>Signoff Authority: Manager Urban & Heritage Planning</i>	 100%	A Local Character Background Study was reported to Council in December 2020 and placed on public exhibition in March/April 2021. Following consideration of submissions, a final background study was adopted by Council on 15 June 2021. The Local Character Background Study will inform future projects such as the Urban Forest Strategy and the Green Grid Strategy.
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%	All development applications continued to be fully assessed against all relevant Council, regional and State planning controls. All applications are checked to ensure consistency with these provisions to ensure the objectives of the controls are met which seek to retain the unique visual and landscape character of Ku-ring-gai.

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>	 100%	<p>A total of 285 new private tree applications were received during this period. 323 private tree applications were completed with 98 outstanding for the reporting period. Response times have stabilised at 4 weeks. A total of \$61,645 was collected in Penalty Infringement Notices to date. Request numbers have dropped slightly from the previous reporting period, however increases in referrals have meant less applications processed for this quarter. Resources will continue to be allocated as required to maintain these improvements.</p>
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>Identified planting locations across the Ku-ring-gai LGA have been planted with a handover to maintenance staff completed.</p>
P1.1.1.6	<p>Deliver programs to reduce litter and graffiti and provide street cleaning operations to improve drainage and the appearance of Ku-ring-gai.</p> <p>Signoff Authority: <i>Manager Waste & Cleaning Services</i></p>	 100%	<p>Council's waste team responded to 218 graffiti removal requests this period and also assisted other departments with the high pressure cleaning of Larkin Lane Bridge, Roseville, children's playground areas in the local government area and numerous tennis courts.</p> <p>The team completed 116 Easy Care Gardening requests, 277 dumping requests and 177 footpath cleaning requests.</p> <p>Street sweeping services continued in Ku-ring-gai by our contractor, Specialised Pavement Services, on a set schedule for the removal of waste materials in the gutters.</p> <p>Bin cleaning and general litter removal in town centres increased with the arrival of a new casual staff member.</p> <p>Additional car park cleaning was conducted at St Ives Village Green, Culworth Avenue commuter carpark, Bridge St and William St Turramurra.</p>
P1.1.1.7	<p>Develop an urban forest monitoring program.</p> <p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	 50%	<p>Following a review of the 2019/2020 ArborCarbon report (titled Ku-ring-gai Urban Forest Monitoring - an Aerial Measurement of Vegetation Cover), it has been determined that further development of the urban forest monitoring program will be undertaken through the creation of the Urban Forest Strategy. This is currently at request for quote stage.</p> <p>Reason</p> <p>Due to staff shortages within the planning section the Urban Forest Strategy has not progressed this financial year.</p> <p>Remedial Action</p> <p>Resources have been assigned within the planning section to complete the Urban Forest Strategy next financial year. A task to progress this work is included in the Operational Plan 2021-2022.</p>

Term Achievement

Code	Description	Progress
P1.1.2	Place making programs are being implemented for selected neighbourhood centres. <i>Signoff Authority: Director Operations</i>	
Comments		
Progressed as scheduled. Council continued to implement projects in line with neighbourhood centre programmes during the period. The Babbage Road Roseville Chase neighbourhood centre upgrade is complete with the Fox Valley Road, Wahroonga neighbourhood centre currently in final design.		

Operational Plan Tasks

Code	Description	Progress	Comments
P1.1.2.1	Develop concept plans for neighbourhood centres to achieve place-making objectives informed by community engagement. <i>Signoff Authority: Manager Technical Services</i>	 100%	Detailed design works commenced for the Fox Valley Road, Wahroonga Neighbourhood Centre Revitalisation Programme which will be put to tender by end of 2021. It has been challenging to incorporate a request for shop signage which would require a Development Application to be lodged into documentation for the upgrade.
P1.1.2.2	Undertake a coordinated program of neighbourhood centres revitalisation. <i>Signoff Authority: Manager Technical Services</i>	 100%	Council staff completed a number of defects from the recent upgrade to Babbage Road Neighbourhood Centre. Detailed design work is ongoing for the Fox Valley Road, Wahroonga tender to be released in the next financial year to ensure sufficient funds available for award to the project.

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. <i>Signoff Authority: Director Strategy & Environment</i>	
Comments		
<p>Progress as scheduled. Land use strategies, plans and processes are in place to effectively manage the impact of new development. These will be further refined and evolved through the preparation of a series of studies under Council's adopted Local Strategic Planning Statement (LSPS) including the Retail and Commercial Centres Strategy, Local Character Study, Urban Forest Strategy, Green Grid Strategy, Public Domain plans a locally based medium density housing code.</p> <p>The consolidation Ku-ring-gai's local environmental planning instruments into a single local environmental plan has been finalised and came into effect on Monday 28 June 2021. The consolidation of the Ku-ring-gai Development Control Plan (DCP) and Local Centres Development Control Plan was also completed.</p> <p>A house keeping review of the DCP was also undertaken during the reporting period.</p>		

Operational Plan Tasks

Code	Description	Progress	Comments
P2.1.1.1	<p>Prepare plans and strategies as required by the Local Strategic Planning Statement (LSPS).</p> <p>Signoff Authority: <i>Manager Urban & Heritage Planning</i></p>	<p> 100%</p>	<p>Collaboration with State Government agencies and the community to deliver infrastructure projects has continued with upgrades to access at stations and general public domain planning (LSPS Planning Priority K2).</p> <p>Work continued on a medium density complying development model for Ku-ring-gai (LSPS Planning Priority K4).</p> <p>The preparation of an affordable housing position paper continued (LSPS Planning Priority K5).</p> <p>The preparation of the revised Public Domain Plans for the primary local centres were placed on public exhibition and reported back to Council in June 2021 (LSPS Planning Priority K7).</p> <p>The development of the Local Character Study progressed (LSPS Planning Priority K12), with a draft background study placed on public exhibition in March/April 2021 and adopted by Council on 15 June 2021 following the consideration of submissions.</p> <p>Consultants are currently being engaged to prepare the Urban Forest Strategy (LSPS Planning Priority K30 & K31). It is anticipated that this project will take approximately 6 months to complete with a draft reported to Council in early 2022 prior to exhibition.</p> <p>Staff commenced work on the first stages of the Green Grid Strategy (LSPS Planning Priority K32, K33 & K34). It is expected that the draft Strategy will be reported to Council prior to exhibition in late 2022.</p>
P2.1.1.2	<p>Continue to review the effectiveness of existing strategies, local environmental plans, development control plans and processes across all programs.</p> <p>Signoff Authority: <i>Manager Urban & Heritage Planning</i></p>	<p> 100%</p>	<p>The consolidation of Ku-ring-gai's local environmental planning instruments into a single Local Environmental Plan was finalised and was notified on the NSW Legislation website on Friday 18 June 2021. This came into effect 28 June 2021.</p> <p>The consolidation of the Ku-ring-gai Development Control Plan (DCP) and Local Centres Development Control Plan has been completed and came into effect on 28 June 2021 when the consolidated Ku-ring-gai Local Environmental Plan (KLEP) commences.</p> <p>A house keeping review of the DCP has been undertaken to correct identified errors and inconsistencies and adjustments to controls in response to issues raised in Land and Environment Court appeals. Draft DCP amendments were reported to Council in April 2021 and placed on public exhibition in May/June 2021.</p>

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. Council continued to prepare and report a range of initiatives during the reporting period to ensure a high standard of design quality and building environmental performance.		

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 & Heritage Planning</i>	 100%	A high standard of design quality and building environmental performance in new and existing development is being achieved through the Public Domain Plans, park upgrades, feedback on development applications and the preparation of draft site specific Development Control Plan controls for a range of sites in Ku-ring-gai including Lindfield Village Hub and Roseville Memorial Club sites.

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 as scheduled. Staff continue to deliver a built environment that delivers an attractive, sustainable living and working environment by applying appropriate development assessment rigour under the applicable state and local planning controls during the assessment process including involving the community via Council's Community Participation Plan. Regulatory staff continue to apply all appropriate state and local controls to ensure the ongoing confidence within the community regarding these outcomes.		

Operational Plan Tasks

Code	Description	Progress	Comments
P3.1.2.1	<p>Development is assessed against local government and state planning objectives and controls, including building sustainability controls, to achieve quality urban design outcomes.</p> <p>Signoff Authority: <i>Manager Development Assessment Services</i></p>	 100%	<p>Development has been consistently assessed in accordance with local and state planning controls. This has resulted in the delivery of a consistent built environment which is both sustainable and of quality urban design consistent with the design outcomes to be delivered under the relevant planning controls.</p>
P3.1.2.2	<p>Facilitate community participation through Council's Community Participation Plan and the Ku-ring-gai Local Planning Panel (KLPP) consistent with the Code of Meeting Practice.</p> <p>Signoff Authority: <i>Manager Development Assessment Services</i></p>	 100%	<p>Council continued to facilitate participation from the updated Community Participation Plan which was adopted in November 2020.</p> <p>Notification is carried out in accordance with the Community Participation Plan. The notification requirements are checked at the allocation of the application by the Team Leader and during the assessment of the application by the assessing officer. The requirements are checked again prior to the determination of any application as per the requirements of the application checklist. Prior to the determination of any application the delegations are checked and recorded in the assessment report. Applications are reported to the Ku-ring-gai Planning Panel and Sydney North Planning Panel in accordance with the relevant delegations, the reason why an application is presented to the Panel is recorded in the assessment report.</p>
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>Council's regulatory and compliance team continued to provide services this reporting period consistent with local and state controls. Staff have been very active this reporting period in relation to Environmental Planning and Assessment matters. COVID-19 measures continued to allow major and minor building sites to work additional hours. Council's regulatory team continued to monitor and enforce development projects throughout the LGA as well as local on-street parking and Council carparks. Community confidence has continued in our assessment, regulatory and environmental processes. Council's regulation and compliance team issued 112 penalty notices for alleged breach of consent equating to \$430,990.00. Council's regulatory and compliance team also issued 35 penalty notices for breach of load limited roads equating to \$38,315.00. Council's Fire Safety Officer issued 14 penalty notice for failing to meet fire safety standards. Swimming pool safety and compliance checks continued with 14 issued penalty notices.</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 as scheduled with some delays experienced. 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. Work on the Creative Arts Facility Strategy and the development of strategies and plans for Turrumurra, Gordon and Lindfield Local Centres and surrounds will be progressed during 2021-2022.</p> <p>Reason</p> <p>Council has continued to implement programs to revitalise local centres during the period however delays have been experienced with the contributory tasks.</p> <p>Remedial Action</p> <p>Council will continue work on the Creative Arts Facility Strategy and streetscape plan preparation for sites in Gordon, Lindfield and Turrumurra with Tasks included in the Operational Plan 2021-2022.</p>		

Operational Plan Tasks

Code	Description	Progress	Comments
P4.1.1.1	Finalise a Local Centres Public Domain Plan and Technical Manual including outdoor dining and activities. Signoff Authority: Manager Urban & Heritage Planning	 100%	A draft Public Domain Plan and Technical Manual was reported to Council in December 2020 and the draft Plan was adopted for public exhibition. The exhibition commenced on 5 March 2021 and closed 19 April 2021. All submissions were reviewed and included in a report to Council in June 2021 where Council resolved to defer the matter to enable site inspections in Lindfield, Turrumurra and Gordon.
P4.1.1.2	Finalise the Public Domain Masterplans for Turrumurra, Lindfield and Gordon local centres and concept plans for key precincts. Signoff Authority: Manager Urban & Heritage Planning	 100%	A draft Public Domain Plan and Technical Manual was reported to Council in December 2020 and the draft Plan was adopted for public exhibition. The exhibition commenced on 5 March 2021 and closed 19 April 2021. All submissions were reviewed and included in a report to Council in June 2021 where Council resolved to defer the matter to enable site inspections in Lindfield, Turrumurra and Gordon.
P4.1.1.3	Actively engage with residents, key agencies, landholders, businesses and other stakeholders to assist with the delivery of the Activate Ku-ring-gai Program. Signoff Authority: Manager Urban & Heritage Planning	 100%	<p>A number of consultation events have been undertaken in relation to Council's draft Public Domain Plan including discussions with:</p> <ul style="list-style-type: none"> * representatives from St Auburns Church in Lindfield * teachers from Chromehurst School, Lindfield * shop owners/operators on Rohini Street, Turrumurra * representatives from the bus operator TransDev regarding proposed modifications to the bus interchange at Turrumurra * residents and shoppers via a small information stall that was set up on St Johns Avenue, Gordon as part of the 'Enliven Ku-ring-gai' event * a series of workshops with a broad selection of representatives of Transport for NSW.
P4.1.1.4	Finalise a Creative Arts Facility Strategy to guide the delivery of creative arts and	 30%	No further progress has been made on this task. Reason

	<p>cultural facilities across the local government area.</p> <p>Signoff Authority: <i>Manager Urban & Heritage Planning</i></p>		<p>This task has been placed on hold by senior management due to funding constraints for new community and cultural facilities.</p> <p>Remedial Action</p> <p>A task to progress this work is included in the Operational Plan 2021-2022.</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 & Heritage Planning</i></p>	<p> 100%</p>	<p>Council staff have made contact with landowners of priority properties initially by letter across the three centres of Roseville, Pymble and Gordon. Discussions have taken place with some property owners and land valuations have also been prepared for selected locations.</p> <p>A confidential report was presented at the Ordinary Meeting of Council in June 2021 setting out preferred properties for acquisition to create new parks.</p>
P4.1.1.6	<p>Finalise strategies and plans for Gordon Local Centre and surrounds.</p> <p>Signoff Authority: <i>Manager Urban & Heritage Planning</i></p>	<p> 45%</p>	<p>No progress has been made on this task during the reporting period.</p> <p>Reason</p> <p>Council staff are waiting on further direction from the Department of Planning, Industry and Environment to continue this work.</p> <p>Remedial Action</p> <p>A task has been included in the Operational Plan 2021-2022 to continue this work, pending advice from the Department of Planning, Industry and Environment.</p>
P4.1.1.7	<p>Finalise strategies and plans for Turrumurra Local Centre and surrounds.</p> <p>Signoff Authority: <i>Manager Urban & Heritage Planning</i></p>	<p> 45%</p>	<p>Council staff are waiting on further direction from the Department of Planning, Industry and Environment to continue this work.</p> <p>Reason</p> <p>Council staff are waiting on further direction from the Department of Planning, Industry and Environment to continue this work.</p> <p>Remedial Action</p> <p>A task has been included in the Operational Plan 2021-2022 to continue this work, pending advice from the Department of Planning, Industry and Environment.</p>
P4.1.1.8	<p>Finalise strategies and plans for Lindfield Local Centre and surrounds.</p> <p>Signoff Authority: <i>Manager Urban & Heritage Planning</i></p>	<p> 45%</p>	<p>No progress has been made on this task during the reporting period.</p> <p>Reason</p> <p>Council staff are waiting on further direction from the Department of Planning, Industry and Environment to continue this work.</p> <p>Remedial Action</p> <p>A task has been included in the Operational Plan 2021-2022 to continue this work, pending advice from the Department of Planning, Industry and Environment.</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 & Heritage Planning</i></p>	<p> 100%</p>	<p>During the reporting period assessment of the Planning Proposal (PP) for the Lindfield Village Hub was completed and the PP was submitted to the Department of Planning, Infrastructure and Environment (DPIE) for Gateway approval. A conditional Gateway approval was received and additional information was submitted to satisfy those</p>

			conditions. Awaiting final DPIE approval to go to public exhibition.
P4.1.1.10	Obtain development consent and continue to facilitate disposal of the Lindfield Library site. Signoff Authority: <i>Director Strategy & Environment</i>	<input checked="" type="checkbox"/> 100%	The development application approval was received in August 2020. A report was presented to Council at the Ordinary Meeting held 18 May 2021 where Council unanimously resolved to receive and note progress made on the Lindfield Village Living project, which includes the library site.
P4.1.1.11	Integrate people and vehicle movements for the primary local centres through the Public Domain Plan, Traffic & Transport studies in collaboration with Transport for NSW (TfNSW). Signoff Authority: <i>Manager Urban & Heritage Planning</i>	<input checked="" type="checkbox"/> 100%	This task progressed well during the period. Traffic and transport studies are currently being prepared for Turramurra and Gordon Local Centres. This work is being managed in close collaboration between Council's Strategic Transport Planner, Landscape Architects and Urban Designers. Staff are working in close collaboration with Transport for NSW representatives. Council installed a temporary separated cycleway along Gilroy Road, Turramurra. The cycleway is being funded by a grant under the NSW Government's 'Streets As Shared Spaces Program'. Work has commenced on improvements to Wade Lane, Gordon to widen footpaths and make a safer environment for pedestrians.

Term Achievement

Code	Description	Progress
P4.1.2	Commence construction of Lindfield Village Green. Signoff Authority: <i>Director Operations</i>	
Comments		
Progressed as scheduled. The podium slab is approaching completion and the floor of the cafe is in place. Overall works are progressing well with completion still programmed for the contracted date. All wet weather days included in the contract have been used resulting in any further wet weather days effecting the completion date.		

Operational Plan Tasks

Code	Description	Progress	Comments
P4.1.2.1	Commence construction of Lindfield Village Green. Signoff Authority: <i>Director Operations</i>	 100%	Construction continued to progress well in adherence to the contract. The deemed wet days within the contract have been granted due to the relatively wet period during construction.

Term Achievement

Code	Description	Progress
P4.1.3	Secure a development partner for Lindfield Village Hub. Signoff Authority: <i>Group Lead - Major Projects</i>	
Comments		
<p>Continued to progress. At the Ordinary Meeting of Council in December 2020 Council noted that no viable offer had been received, and it was resolved to continue negotiations with any possible providers, while undertaking a review of Council's project assumptions and objectives. The review was completed and was presented to the Major Projects Advisory Committee (MPAC) in June 2021 for consideration.</p> <p>Reason Negotiations are continuing with prospective developers.</p> <p>Remedial Action</p> <p>A task to continue work on this project has been included in the adopted 2021-22 Operational Plan - Task P4.1.3.1 – Progress negotiations with prospective developers for the Lindfield Village Hub.</p>		

Operational Plan Tasks

Code	Description	Progress	Comments
P4.1.3.1	Progress and award tender for the Lindfield Village Hub. Signoff Authority: <i>Group Lead - Major Projects</i>	 80%	<p>On 30 June 2020, Council resolved to enter into negotiations with possible providers. A progress report was presented to Council in October. At the Ordinary Meeting of Council in December 2020, Council resolved to continue to negotiate with potential providers, while undertaking a review of Council's project assumptions and objectives.</p> <p>The review of Council's project assumptions and objectives was completed and presented to MPAC in June 2021.</p> <p>Reason Negotiations are continuing with prospective developers.</p> <p>Remedial Action</p> <p>A task to continue work on this project has been included in the adopted 2021-22 Operational Plan - Task P4.1.3.1 – Progress negotiations with prospective developers for the Lindfield Village Hub.</p>

Term Achievement

Code	Description	Progress
P4.1.4	Secure a development partner for Turrumurra Community Hub. <i>Signoff Authority: General Manager</i>	
Comments		
<p>This term achievement was placed on hold by Council resolution on 19 May 2020 due to the NSW Government announcing in 2018 that all NSW Councils were required to review their Local Environmental Plans (LEP) to give effect to the new Regional and District Plans. It was considered that the outcomes of this review for Ku-ring-gai could impact the built form, feasibility and business planning assumptions for Hub.</p> <p>Reason</p> <p>This term achievement will be progressed during 2021-2022 as a Notice of Motion was considered at the Ordinary Meeting of 18 May 2021 where Council unanimously resolved to recommence planning for the project.</p> <p>Remedial Action</p> <p>Work on the Turrumurra Community Hub project has now recommenced with an Operational Plan Task included in Council's adopted Operational Plan for 2021-2022.</p>		

Operational Plan Tasks

Code	Description	Progress	Comments
P4.1.4.1	Examine planning options within feasibility parameters for the Turrumurra Community Hub. <i>Signoff Authority: Group Lead - Major Projects</i>	 0%	<p>This task was placed on hold by Council resolution on 19 May 2020. On 18 May 2021 Council resolved to recommence planning for the Turrumurra Community Hub. A task to recommence the work has been included in the recently adopted Operational Plan 2021-2022.</p> <p>Reason</p> <p>The task was put on hold by Council pending the outcomes of a review of Ku-ring-gai's comprehensive Local Environmental Plan, as required by the NSW Government.</p> <p>Remedial Action</p> <p>A task to recommence work on the planning for the Turrumurra Community Hub has been included in the Operational Plan 2021-2022.</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. <i>Signoff Authority: Director Strategy & Environment</i>	
Comments		
<p>Progressed as scheduled. During the reporting period Council continued to promote, protect and preserve Ku-ring-gai's heritage assets through the adoption of a Heritage Strategy, updated planning controls, a heritage festival and the heritage home grants. Aboriginal heritage assets were productively managed and promoted and programs continued to be delivered.</p>		

Operational Plan Tasks

Code	Description	Progress	Comments
P5.1.1.1	<p>Implement, monitor and review Ku-ring-gai's heritage planning controls including the development of a heritage strategy consistent with the Local Strategic Planning Statement (LSPS).</p> <p>Signoff Authority: <i>Manager Urban & Heritage Planning</i></p>	 100%	<p>The draft Heritage Strategy was placed on public exhibition in November/ December 2020 and adopted by Council in April 2021 following public exhibition. A planning proposal for the listing of 6 Springdale Road, Killara was placed on exhibition in January/ February 2021. It was reported back to Council for formal adoption in March 2021 with the listing gazetted on 20 April 2021. Interim Heritage Orders (IHOs) were placed on properties at 207 Eastern Road, Turramurra, 7 Curagul Road, North Turramurra and 33 Young Street, Wahroonga. Council resolved to prepare a planning proposal to list 207 Eastern Road and 33 Young Street, Wahroonga. The planning proposal for the listing of 207 Eastern Road, Wahroonga was placed on public exhibition in April 2021 and reported back to Council for final adoption on 15 June 2021. The planning proposal for the listing of 33 Young Street, Wahroonga was placed on public exhibition in June 2021.</p>
P5.1.1.2	<p>Protect and effectively manage Ku-ring-gai's Aboriginal heritage assets in conjunction with the Aboriginal Heritage Office.</p> <p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	 100%	<p>Council continued to support staff awareness of aboriginal heritage management, with 2 staff members undertaking online Aboriginal Heritage and Threatened Species Awareness Training this period. No staff undertook in person Aboriginal Heritage Office (AHO) training sessions his period due to COVID-19/ scheduling issues, however these sessions are due to resume at the beginning of next financial year. Collaboration between Council and the AHO continues to support assessment of impacts for Council works and development within the LGA. The AHO are currently reviewing/updating the site management reports for known aboriginal sites. Once received these updates will be integrated into Council's systems and processes as appropriate.</p>
P5.1.1.3	<p>Promote local heritage in consultation with key stakeholders.</p> <p>Signoff Authority: <i>Manager Urban & Heritage Planning</i></p>	 100%	<p>Strategies, plans and processes are being implemented to effectively protect and preserve Ku-ring-gai's heritage in consultation with Council's Heritage Reference Committee. The draft Heritage Strategy was placed on public exhibition in November/ December 2020 and adopted by Council in April 2021 following public exhibition. The purpose of the Strategy is to provide guidance for how Council will measure, plan and report on heritage management in Ku-ring-gai.</p>
P5.1.1.4	<p>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.</p> <p>Signoff Authority: <i>Manager Development Assessment Services</i></p>	 100%	<p>Heritage Items and Heritage Conservation Areas continue to be protected and conserved through the development assessment process consistent with Council's adopted Local Environmental Plans and Development Control Plans and state heritage controls.</p>
P5.1.1.5	<p>Complete the heritage conservation refurbishment for Tulkiyan House that preserves the heritage structure and internal fabric.</p> <p>Signoff Authority: <i>Manager Technical Services</i></p>	 100%	<p>Completed previous reporting period.</p>

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%	Operations staff continued to work with heritage staff to identify, capture and schedule ongoing inspections and maintenance as required to our cultural and heritage assets.
P5.1.1.7	Deliver Aboriginal cultural activities at the St Ives Showground and Ku-ring-gai Wildflower Garden. Signoff Authority: <i>Manager Visitor Experience & Events</i>	 100%	Indigenous programming for 2021 included the Gai-mariagal Festival and NAIDOC week, Junior Rangers, Nature Play and School Holiday programs. Additional events and workshops hosted by Visitor Experience and Events include Healing Country Art Workshop, Warakirri Dining Experience, Guided Bush Tucker Walk and Message Stick Weaving. The program has grown by 400% since 2019.

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: <i>Director Strategy & Environment</i>	
Comments		
Progress for this term achievement is slightly behind schedule. A series of capital upgrades for existing recreation, sporting and leisure facilities were commenced and completed, along with strategic planning (LSPS) and parks masterplans and plans of management. Reason Contributing tasks which have been delayed due to funding a staff vacancy have affected progress of this term achievement. Remedial Action Funding and staff resourcing have been rectified to progress this term achievement during 2021-2022. Tasks to continue work relating to carparking improvements, the development of a Recreation Needs Study and liaison with sporting groups are included in the Operational Plan 2021-2022.		

Operational Plan Tasks

Code	Description	Progress	Comments
P6.1.1.1	Deliver Council's adopted Open Space Capital Works Program. Signoff Authority: <i>Manager Technical Services</i>	 90%	Construction works progressed during the period as per design and contractual obligations. The following works were progressed: * Abingdon Road Reserve - playground upgrade * Putarri Reserve - playground upgrade Construction of the following playgrounds was completed in the 2020/21 financial year: * Kissing Point Village Green * Gordon Recreational Area * St Ives Showground Regional Playground. Reason Progress of this task was affected by the delay in some projects which were held up due to design issues needing to be rectified prior to tender. Remedial Action

			Works will continue during the next reporting period. A task to continue this work is included in the Operational Plan 2021-2022.
P6.1.1.2	District park landscape masterplans are prepared to inform the forward Open Space Capital Works Program. Signoff Authority: <i>Manager Urban & Heritage Planning</i>	 100%	A draft Landscape Master plan for Hassall Park, St Ives was reported to Council in June 2021. Council unanimously adopted to place it on public exhibition for a minimum 28 days. Councillors were also briefed on the project in May 2021.
P6.1.1.3	Complete the design of identified parks incorporating accessibility and inclusive passive recreation facilities. Signoff Authority: <i>Manager Technical Services</i>	 100%	Accessible and inclusive concepts have been finalised for Orange Green Reserve, North Turramurra and Warrimoo Oval, St Ives playspaces. Consultants are now undertaking detailed design work with a view to provide tender packages for both projects. Robert Pymble park playground - being the first stage of the Masterplan works for the park - nearing tender documentation. St Ives Village Green Recreation Precinct works commenced on the 17 May 2021.
P6.1.1.4	Construct parks which incorporate accessible and inclusive passive recreation facilities. Signoff Authority: <i>Manager Technical Services</i>	 100%	Council continued to construct accessible and inclusive recreation facilities during the reporting period with the St Ives Village Green Recreation Precinct works commencing in May 2021.
P6.1.1.5	Implement improvements to carparking at Wahroonga Park and St Ives Showgrounds. Signoff Authority: <i>Manager Technical Services</i>	 90%	Progress to carpark improvement works at Wahroonga Park is temporarily on hold. The St Ives Showground carparking upgrade and formalisation was completed. Reason Grant funding was obtained for the carpark improvement works at Wahroonga Park in the next financial year allowing Council to expand the scope of works. Remedial Action Carpark improvement works at Wahroonga Park will resume in the new financial. A task to continue this work is included in the Operational Plan 2021-2022.
P6.1.1.6	Implement an amenities improvement program to recreational and sporting fields that are compliant with the relevant code. Signoff Authority: <i>Manager Technical Services</i>	 100%	An amenities improvement program has been produced and the amenities are being upgraded in line with this program. Many of these projects now have a Cloud base system security system where schedules used to open and close these amenities

P6.1.1.7	<p>Progressively review and update Community Plans of Management.</p> <p>Signoff Authority: <i>Manager Urban & Heritage Planning</i></p>	 100%	<p>Work on the Generic Plans of Management has commenced. A working group was established, comprising of relevant staff, with a series of meetings held. The group has undertaken a review of Land Management Units to be consistent with legislation with this review is now complete. A progress update on the project was presented at the Ordinary Meeting of Council in June 2021.</p> <p>The St Ives Showground and Precinct Lands Plan of Management was placed on public exhibition during the reporting period.</p>
P6.1.1.8	<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 recreation facilities have been maintained according to current service schedules. Sporting fields in particular have benefited by the introduction of new schedules for both winter and summer seasons.</p>
P6.1.1.9	<p>Implement priority actions from the Recreation in Natural Areas Strategy.</p> <p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	 100%	<p>Council is implementing priority actions from the Recreation in Natural Areas Strategy and has created the new Sustainable Recreation Advisory Group, comprising eight representatives from our local community. The Advisory Group met in March and June and acts as a conduit to the community in regards to strategy objectives and direct community feedback to Council. Warrimoo downhill trail signage has been finalised and two new trailhead signs and interpretive signs. Additionally, following the rehabilitation of numerous unauthorised tracks, Council engaged with the community to revitalise the Jubes mountain bike track. Whilst not within natural areas, the revitalised park is intended to give the community a 'design, construct, ride' experience and take some of the pressure off the bushland reserves. Community engagement was undertaken with a design day hosted at the Wildflower Gardens and another day out on site with the community.</p>
P6.1.1.10	<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>	 100%	<p>Completed previous reporting period.</p>
P6.1.1.11	<p>Commence preparation of a Green Grid Strategy for Ku-ring-gai in alignment with the Local Strategic Planning Statement (LSPS).</p> <p>Signoff Authority: <i>Manager Urban & Heritage Planning</i></p>	 100%	<p>The preparation of a Green Grid Strategy is progressing in accordance with the Local Strategic Planning Statement. Officers have reviewed the project scope and will be undertaking the first part of the project using in-house resources. The first stage requires desktop and on-ground research and assessment. Using Council staff for this early stage will save money initially by not using consultants. For the next stage a more clearly defined project brief can be prepared for specialist consultants ensuring efficient use of resources.</p>
P6.1.1.12	<p>Continue to work closely with sporting organisations and clubs, user groups and residents to develop and manage Council's sporting assets.</p> <p>Signoff Authority:</p>	 75%	<p>This task has partially progressed with range of proposals including, the St Ives Indoor Sport centre, future planning for several sports facilities including Barra Brui Oval, Mimosa Oval, Norman Griffiths and Hassell Park St Ives.</p> <p>Reason</p>

	<i>Manager Urban & Heritage Planning</i>		<p>Staff have been required to redefine the role of Council's Sport and Recreation Planner, which is currently vacant. This has impacted the progress of this task.</p> <p>Remedial Action</p> <p>The role of Strategic Recreation Planner has been advertised with interviews scheduled for early July 2021. A task to continue this work is included in the Operational Plan 2021-2022.</p>
P6.1.1.13	<p>Commence development of an integrated Open Space, Sport & Recreation needs study.</p> <p>Signoff Authority: <i>Manager Urban & Heritage Planning</i></p>	 10%	<p>This work has not commenced due to lack of staff resources.</p> <p>Reason</p> <p>Staff resourcing has impacted the delivery of this task.</p> <p>Remedial Action</p> <p>The role of Strategic Recreation Planner has been advertised with interviews scheduled for early July 2021. A task to continue this work is included in the Operational Plan 2021-2022.</p>

Term Achievement

Code	Description	Progress
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: <i>Director Strategy & Environment</i></p>	
Comments		
<p>Progress for this term achievement is slightly behind schedule. Council continued to engage with community partners to improve sporting, leisure and recreational facilities through partnerships, grant funding and other external funding opportunities including the Department of Education, and local baseball, football, hockey and cricket clubs.</p> <p>Reason</p> <p>Resourcing and COVID-19 restrictions have impacted the delivery of the contributing tasks for this term achievement.</p> <p>Remedial Action</p> <p>The Strategic Recreation Planner role is scheduled to be filled early next financial year and the sporting forum is scheduled for late 2021. Tasks to progress these are included in the Operational Plan 2021-2022.</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 & Heritage Planning</i>	 75%	This task has progressed through engagement in the St Ives Showground & Precinct Plan of Management, St Ives Indoor Sports complex and a range of other proposals to cater for sports groups in the community. Reason A lack of staff resources has impacted on the delivery of this project. Remedial Action The role of Strategic Recreation Planner has been advertised with interviews scheduled for early July 2021. A task to continue this work is included in the Operational Plan 2021-2022.
P6.1.2.2	Facilitate a regular sporting forum and ongoing communication with sporting users. Signoff Authority: <i>Manager Infrastructure Services</i>	 75%	The format and subject matter for the sporting forum was prepared for concept approval. The date for the forum is yet to be confirmed but currently estimated to take place closer to November 2021. Reason Initial planning for this event was impacted by COVID-19 restrictions. Remedial Action The forum is scheduled to take place later 2021. A task to continue this work is included in the Operational Plan 2021-2022.

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. Signoff Authority: <i>Director Operations</i>	
Comments		
Progressed as scheduled. Upgrades to facilities across Ku-ring-gai continued during the reporting period and building management control systems have been updated with updated fire compliance undertaken in all Council facilities. Sustainability initiatives and climate resilience measures continued to be implemented at Council facilities.		

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. Signoff Authority: <i>Manager Technical Services</i>	 95%	Council continued the improvement program for Council's hall, meeting rooms, building and facilities during the reporting period. Works to the St Ives Community Hall substantially progressed during the period with minor delays experienced due to compliance related matters which will be rectified early in the next financial year.
P7.1.1.2	Integrate sustainability and climate resilience measures, incorporating minimum performance standards, into the building upgrade and renewal program. Signoff Authority: <i>Manager Environment & Sustainability</i>	 100%	In this reporting period, works were completed on implementing building management and control systems (BMCS) for the air conditioning and ventilation services (HVAC) at Turramurra Library, St Ives Library, Bridge Street administration building, and the Suakin Street, Pymble depot. Roof plus insulation upgrades and energy efficient lighting was installed in the Louise Lennon and Douglas Pickering Pavilions at the St Ives Showground. Design work was completed to improve the controls and efficiency of the HVAC of the Fitness and Aquatic Centre gym. Through Council's Sustainable Assets Professional Development program, 9 staff from Strategy and Environment and Operations completed training for accreditation to the level of Green Star Associate.

Term Achievement

Code	Description	Progress
P7.1.2	Usage of existing community buildings and facilities is optimised. Signoff Authority: <i>Director Strategy & Environment</i>	
Comments		
Progressed as scheduled. Council continued to optimise the usage of existing community buildings, facilities and Council facilities during the reporting period. Staff provided exceptional customer service to meet customer needs in the delivery of recreational programs and services.		

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. Signoff Authority: <i>Manager Property</i>	 100%	Heads of Agreements for 10 new and renewed lease/licence arrangements were issued which strictly align with Council's Management of Community and Recreational Facilities Policy in terms of fee/rental subsidies as well other lease/licence terms. To the extent possible, shared use has also been encouraged to facilitate broader community access to facilities and optimal utilisation and occupation of community buildings. Leases/licences issued from the Heads of Agreement will promote consistency, fairness and equity for all existing and future community and not for profit tenants. Heads of Agreement for the remaining community and not for profit groups will be prepared in due course. Council has also streamlined the process for authorising the granting of storage arrangements for community and not for profit organisations.
P7.1.2.2	Continue to promote and develop the Kuring-gai Wildflower Garden and St Ives Showground diverse facilities to host community and commercial usage.	 100%	Event opportunities remain limited due to COVID-19 restrictions. Commercial opportunities at St Ives Showground include the ongoing COVID-19 testing clinic and food vendor (to support the regional playground). Community usage continued with

	Signoff Authority: <i>Manager Visitor Experience & Events</i>		increased sporting and car clubs use and visitation to the regional playground. Renovated pavilions have reopened and Arena Pavilion will be available as a hireable space for the new financial year. Louise Lennon and Douglas Pickering Pavilions have reopened following renovations. The St Ives Showground hosted a six week commercial filming for ABC series "Preppers".
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>	<input checked="" type="checkbox"/> 100%	Golf course playing numbers continue to be high, with both courses offering great customer service and deals to encourage members and the public through the doors. Twilight Golf with reduced rates on green fees and golf carts continued to produce strong numbers after 2pm each day when generally there is a downturn in trade. The twilight rates have increased player numbers and revenue for both courses.
P7.1.2.4	Council's recreation services meet customer needs. Signoff Authority: <i>Manager Technical Services</i>	<input checked="" type="checkbox"/> 100%	Council continued to work closely with staff from bookings, building maintenance and open space maintenance to ensure all our community needs are being catered for both now and into the future. Staff are investigating new ways to maximise bookings to cater for all sporting groups, with new floodlit playing fields and potentially new synthetic surface fields.

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. Council's Asset Management Strategy and asset management plans are up to date and being followed. All assets are inspected regularly with systems updated with results. The revaluation of recreational, road and building assets was undertaken. The review of the contributions plans continued to be managed by Council.		

Operational Plan Tasks

Code	Description	Progress	Comments
P8.1.1.1	Finalise the review of the Contributions Plan to align with the Local Strategic Planning Statement (LSPS). Signoff Authority: <i>Manager Urban & Heritage Planning</i>	<input checked="" type="checkbox"/> 100%	The status of Council's contributions plans continued to be managed in the context of reforms being announced by the NSW State Government. The NSW State Government has announced significant changes to the management of the contributions system following a report from the Productivity Commissioner that will impact the finalisation of documents under review. Until these changes are finalised, the draft reviews can only be progressed in parallel with the related suite of strategic planning documents.
P8.1.1.2	Asset Management Plans are revised to align with the Resourcing Strategy. Signoff Authority: <i>Manager Technical Services</i>	<input checked="" type="checkbox"/> 100%	Asset management plans are up to date with Council's recently revised Asset Management Strategy which was adopted in April 2021.

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: Director Operations</p>	
Comments		
<p>Progressed as scheduled. Asset management plans and the adopted Asset Management Strategy continued to be followed. Works to maintain and upgrade existing assets has progressed well during the period. Council's Capital Works Programs continued to be delivered.</p>		

Operational Plan Tasks

Code	Description	Progress	Comments
P8.1.2.1	<p>Implement Asset Management Plans to document maintenance, renewal and upgrade requirements in line with Service Level Agreements.</p> <p>Signoff Authority: Manager Technical Services</p>	<input checked="" type="checkbox"/> 100%	<p>Council's asset management plans are executed for the documentation of maintenance, renewal and upgrade requirements to meet service level agreements on a regular basis to ensure compliance with industry best practice.</p>
P8.1.2.2	<p>Prepare draft capital works and renewal programs for Council's footpaths, roads, drains, bridges and carparks for inclusion in the Delivery Program.</p> <p>Signoff Authority: Manager Technical Services</p>	<input checked="" type="checkbox"/> 100%	<p>The 2021/22 draft capital works program for Council's footpaths, roads, drainage, bridges and car parks was completed and included in the Revised Delivery Program 2018/22 and Operational Plan 2021/22.</p>
P8.1.2.3	<p>Deliver Road, Footpath and Carparks Capital Works Programs on time and within budget.</p> <p>Signoff Authority: Manager Technical Services</p>	<input checked="" type="checkbox"/> 100%	<p>The delivery of Council's Road, Footpath and Carparks Capital Works Programs was completed for the financial year with Roads and Carparks programs completed ahead of schedule.</p>
P8.1.2.4	<p>Deliver Drainage Capital Works Programs on time and within budget.</p> <p>Signoff Authority: Manager Technical Services</p>	<input checked="" type="checkbox"/> 100%	<p>The delivery of Council's Drainage Capital Works Program and CCTV Condition Survey Program was completed for the financial year. The Drainage Capital Works Program was impacted by industry wide supply issues for pre-cast drainage products due to the COVID-19 pandemic.</p>

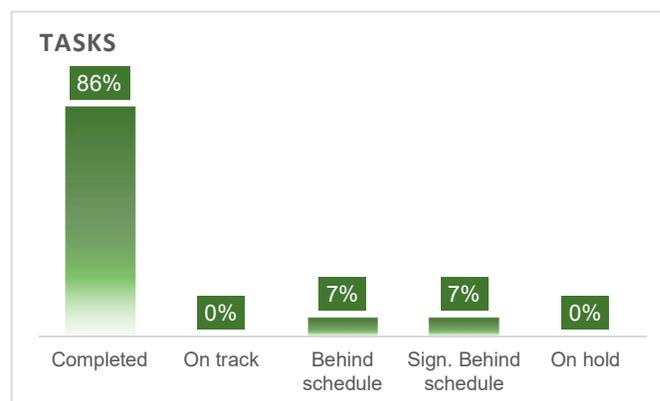
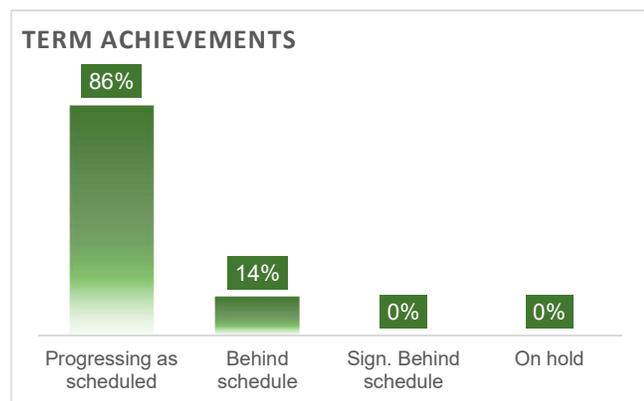


THEME 4

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

ACHIEVED 100%

Key achievements

- Council received \$400,000 for a “pop-up” cycleway in Gilroy Road, Turramurra (and upgrades to internal paths in Karuah Park and Turramurra Memorial Park) as part of the State Government's Streets as Shared Spaces program. Installation was completed in March 2021.
- The draft concept Public Domain Plans for the Lindfield, Turramurra and Gordon local centres were placed on public exhibition and considered by Council in June 2021. The Plans incorporate provision for key traffic and transport upgrades on Pacific Highway and surrounding local roads.
- Construction of dedicated commuter parking (funded by Transport for NSW), as part of the Lindfield Village Green project, has commenced and is due to be completed in the second half of 2021.
- Council received 100% funding from Transport for NSW:
 - construction of a protected right turn bay and upgrade of the road surface to a non-skid surface at the intersection of Burns Road and Ellalong Road, North Turramurra.
 - upgrade of the road surface on The Comenarra Parkway between Howson Avenue and Stainsby Close under the Government's Black Spot and NSW Safer Roads Program 2020/2021. These works were completed in June 2021.
 - upgrade of school zone infrastructure with funding of approximately \$2 million offered under the Federal Government Stimulus Commitment to design and construct/upgrade pedestrian infrastructures in the vicinity of schools. Council has successfully completed the upgrade of six pedestrian facilities at a cost of \$330K. The upgrade of an additional ten pedestrian facilities will be completed by June 2022.

Challenges

- Delays were experienced with the paid parking implementation due to the need to obtain external expertise.
- Transport for NSW has advised that due to delays associated with the COVID-19 pandemic there will be no funding in the 2021/2022 Active Transport Program (Walking and Cycling). In the second half of 2021, funding applications will be prepared for the 2022/2023 Active Transport Program.

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	14	Increased	
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	3	Increased	
Comment: 3 new bike racks installed as part of the St Ives Showground Regional Playground. Additionally, Council collaborated with Transport for NSW in the provision of 5 new bike racks and a bike shelter as part of the Warrawee Station upgrade.							
T1.1.1.C	Kilometres of additional footpath network constructed.	In 2016/17, there was 0.9km of additional footpath network constructed. (Source: Council)	0.9	km	4.15	Increased	
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	0.7	Increased	
Comment: Council was not successful in the 2020/21 Active Transport program for the shared pedestrian cycle link in Kochia Lane (between Lindfield Avenue and Milray Street) that forms part of the Lindfield Village Green project. However, staff were successful in securing approximately \$400,000 for a “pop-up” (temporary) cycleway in Gilroy Road, Turramurra (and upgrades to internal paths in Karuah Park and Turramurra Memorial Park) as part of the State Government’s Streets as Shared Spaces program. This facility is acting as a trial installation of a component of the draft Turramurra Public Domain Plan.							
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	230 (2019)	Decreased	
Comment: During the period, the data reported by the Roads and Maritime Service changed from financial year to calendar year.							

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>Progressed as scheduled. A range of bus and pedestrian initiatives were implemented during the reporting period. Bus stops were inspected with upgrades taking place alongside footpath projects during the financial year.</p> <p>Pedestrian and traffic public domain plan upgrades in the Lindfield Local centre are ongoing.</p> <p>Council continued to collaborate with Transport for NSW (TfNSW) on the public domain plans for the local centres and Public domain plans placed on public exhibition.</p>		

Operational Plan Tasks

Code	Description	Progress	Comments
T1.1.1.1	An improvement plan is being implemented for bikeways, pedestrian facilities and footpath networks having regard for the access, health and recreational needs of the community. <i>Signoff Authority: Manager Urban & Heritage Planning</i>	 100%	Following the successful nomination for approximately \$400,000 for a "pop-up" cycleway in Gilroy Road, Turramurra (and upgrades to internal paths in Karuah Park and Turramurra Memorial Park) as part of the State Government's Streets as Shared Spaces program, installation commenced in early 2021 and was completed in early March 2021. The trial is expected to continue at least to the end of 2021, and while there are encouraging signs of its use, preliminary monitoring is scheduled to take place from mid June to early July 2021, to assist evaluation of the cycleway as a permanent, integrated facility, as part of the draft Turramurra Public Domain Plan (exhibited in the 2nd quarter of 2021). During the second quarter of 2021, Transport for NSW advised that with the COVID-19 pandemic delaying the State budget in 2020, delivery of projects within that timeframe this coming financial year (2021/2022) is not practically feasible. Therefore there will be no funding in the 2021/2022 Active Transport Program (Walking and Cycling). Without funding assistance, it is not possible to deliver meaningful facilities only with Council's modest budget for cycling infrastructure. In the second half of 2021, funding applications will be prepared for the 2022/2023 Active Transport Program.
T1.1.1.2	Finalise for adoption the Pedestrian Access and Mobility Plan (PAMP) recommendations in conjunction with the Public Domain Plan. <i>Signoff Authority: Manager Urban & Heritage Planning</i>	 100%	The principles and priorities in the draft Pedestrian Access and Mobility Plan (PAMP) continued to inform the provision of pedestrian facilities to improve accessibility, and reduce severance caused by barriers such as arterial roads and railways. The draft PAMP has provided guidance on the development of the draft Public Domain Plans for Turramurra, Lindfield and Gordon, which went on public exhibition in the second quarter of 2021. There are Infrastructure Provision Goals that the draft PAMP identifies for each of the three local centres, and the majority of these have effectively been addressed in the draft Public Domain Plans.

T1.1.1.3	Progressively upgrade bus stops in accordance with the Disability Discrimination Act requirements and 5 year program (to allocated budget). Signoff Authority: <i>Manager Technical Services</i>	 100%	The program to upgrade bus stops across the Ku-ring-gai local government area to meet the Disability Discrimination Act compliance for the 2020/21 financial year was completed by June 2021.
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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. Signoff Authority: <i>Director Strategy & Environment</i>	
Comments		
Progressed as scheduled. The Ku-ring-gai Integrated Transport Plan continued to be implemented during the reporting period through pedestrian and road network improvements, upgrade capacity at critical intersections and pinch points and the implementation of traffic calming measures at appropriate locations.		

Operational Plan Tasks

Code	Description	Progress	Comments
T1.1.2.1	Review and implement appropriate recommendations from the Ku-ring-gai Integrated Transport Strategy to align with the Local Strategic Planning Statement (LSPS), North District Plan, and Future Transport 2056. Signoff Authority: <i>Manager Urban & Heritage Planning</i>	 100%	During the period, the following recommendations from the current Ku-ring-gai Integrated Transport Strategy were implemented or were in the planning/design phase: Action B3 - Implement measures to increase the level of student travel to school by non-car modes: Council is working with the Department of Education, Transport for NSW and Lindfield Learning Village to implement their Green Travel Plan. The school is planned to have a total enrolment of up to 2,000 students by 2022, and buses and other non-car modes play a key role in moving students to and from the school. The school has a dedicated Travel Coordinator who meets regularly with Department of Education, Transport for NSW and Council representatives to implement and monitor the actions in the Green Travel Plan. Council has also designed and project-managed the construction of a suite of footpath upgrades and new pedestrian facilities in surrounding streets (funded by Department of Education), to encourage and promote walking and cycling to school. Action D1 - Construct Parramatta to Epping rail link: Late during the period, Transport for NSW released The Greater Sydney Network refinement as part of the update to Future Transport 2056, now known as Future Transport Strategy 2056. In this update, a rail connection is now planned between Carlingford and Epping, which is missing link of the old Parramatta-Chatswood rail link. It is unclear though whether this is a continuation of the light rail project between Parramatta and Carlingford, or heavy rail or metro-style infrastructure. Although the link lies outside the Ku-ring-gai LGA, it will improve travel to and from Ku-ring-gai, particularly to major centres such as Parramatta and Macquarie Park, and also represents a further opportunity to improve train services on the North Shore Line. Action E3 - implement road network improvements from the Ku-ring-gai Contributions Plan 2010: For the proposed traffic signals at the intersection of Lindfield Avenue and Tryon Road, a Request for

			<p>Quotation (RFQ) for traffic signal design was issued to a panel of consultants in the second quarter of 2021. It is being assessed in June, and a consultant is expected to be appointed early in the second half of 2021.</p> <p>Draft concept Public Domain Plans for the Lindfield, Turramurra and Gordon local centres were placed on public exhibition during the period and were considered by Council in June 2021. The draft Public Domain Plans incorporate provision for the key traffic and transport upgrades on Pacific Highway and surrounding local roads.</p> <p>Action E2 - upgrade capacity at critical intersections and pinch points:</p> <p>Work at the intersection of Pacific Highway at Finlay Street has been completed and work continued by Transport for NSW on the other pinch point improvements on Pacific Highway between Turramurra and Wahroonga which includes the intersection of Pacific Highway/Fox Valley Road and the intersection of Pacific Highway and Redleaf Avenue/Coonanbarra Road.</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		
Progressed as scheduled. Council continued to advocate to relevant agencies and organisations on a range of integrated transport initiatives which have been implemented for buses, commuter car parking and railway station upgrades.		

Operational Plan Tasks

Code	Description	Progress	Comments
T1.1.3.1	<p>Continue to advocate Transport for NSW (TfNSW) for the provision of additional commuter car parking at priority rail stations, including Turramurra and other centres.</p> <p>Signoff Authority: Manager Urban & Heritage Planning</p>	 100%	With the construction of dedicated commuter parking (funded by Transport for NSW) due to be completed in the second half of 2021 as part of the Lindfield Village Green (LVG) major project, staff continued to pursue opportunities with TfNSW to provide dedicated commuter parking at Turramurra and other railway stations in the local government area.
T1.1.3.2	<p>Advocate to Transport for NSW (TfNSW) and bus providers to target improvements to bus services connecting nearby centres with Ku-ring-gai including Mona Vale - Macquarie Park route, and Chatswood-Dee Why/ Northern Beaches route.</p> <p>Signoff Authority: Manager Urban & Heritage Planning</p>	 100%	<p>Through representation in the NSROC Transport Leadership Group (TLG), Council staff are engaging with key Transport for NSW staff to advocate and collaborate towards the implementation of bus improvements connecting nearby centres. Through the TLG, staff will be advocating to leveraging off the potential benefits to surface roads from the West Harbour Tunnel and Beaches Link project to improve bus services/priority for the rapid bus route from Chatswood - Dee Why, via Frenchs Forest foreshadowed in the Future Transport Strategy 2056.</p> <p>Also, through the TLG, staff are advocating and actively engaging with Transport for NSW staff for bus improvements on the Mona Vale - Macquarie rapid bus route, also foreshadowed in Future Transport Strategy 2056.</p>
T1.1.3.3	<p>Collaborate with Transport for NSW (TfNSW) to co-ordinate and implement</p>	 100%	Wahroonga station upgrade - most recent works during the period included:

	<p>connections and upgrades to railway stations.</p> <p>Signoff Authority: <i>Manager Urban & Heritage Planning</i></p>	<ul style="list-style-type: none"> * lift shaft construction, installation of new footbridge and lift canopy * continued refurbishment of the station toilets (one unisex toilet will remain open) * road deck construction and installation of new road barriers on the northbound lane over Redleaf Avenue bridge * service investigation work and relocation of services and utilities including in the garden bed * vegetation and tree clearing/ trimming in the rail corridor and the garden bed * potholing work * installation of temporary structures including hoardings * Boarding Assistance Zone canopy foundation work. <p>Staff reviewed and provided feedback to detailed architectural, civil, landscaping/public domain and other associated plans.</p> <p>Roseville station upgrade - recent work during the period included:</p> <ul style="list-style-type: none"> * pouring concrete, forming and reinforcement work for the new lift on the Hill Street side of the station * continuing refurbishment of the station building, including ventilation, air conditioning, plumbing work and constructing the new family accessible toilet * constructing new pavement and tree beds, and installing of bench seats and bike loops, and fencing at the Pacific Highway entrance * excavating the garden bed, landscaping and paving work along Hill Street * concrete work on the station platforms. <p>Pymble Station upgrade:</p> <ul style="list-style-type: none"> * planning approval being granted for the station upgrade. Early work and site investigations commenced during the first quarter of 2021. Late in the period, staff met with Transport for NSW and were presented with initial design drawings, which are to be provided for feedback/comment. Major construction is expected to start early in the second half of 2021 with the project expected to be completed in 2023. <p>Killara Station upgrade:</p> <ul style="list-style-type: none"> * from 17 May to 31 May 2021, the community was invited by Transport for NSW to provide feedback on the concept design, to inform the Review of Environmental Factors (REF), which will be placed on public display in the second half of 2021. In May, staff had an introductory meeting with Transport for NSW regarding the concept plan and key project milestones/timing. The Transport for NSW website indicates planned completion in 2023.
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Term Achievement

Code	Description	Progress
T1.1.4	The community is informed, educated and encouraged to use alternative forms of transport. <i>Signoff Authority: Director Strategy & Environment</i>	
Comments		
<p>Progressed as scheduled. Alternative forms of transport continued to be promoted during the reporting period to encourage community participation and increased education and awareness.</p> <p>The Public Domain Plans were exhibited and the Council's Gilroy Road, Turramurra temporary cycleway was installed.</p>		

Operational Plan Tasks

Code	Description	Progress	Comments
T1.1.4.1	Deliver education and awareness programs focused on alternatives to private car use. <i>Signoff Authority: Manager Urban & Heritage Planning</i>	 100%	Council's annual cycling promotion event, the Ride2Work Day, is held nationally in October. The COVID-19 pandemic and restrictions on outdoor gatherings/events have been gradually easing. If the state of restrictions permit the event to proceed in October, planning for this event can commence early in the second half of 2021.

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. <i>Signoff Authority: Director Operations</i>	
Comments		
<p>One of the projects identified in the 10 year Traffic and Transport Plan was 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. In February 2020, this project received 100% funding from TfNSW to design and construct over two years period. An amount of \$80,000 was offered for design and documentation in 2020/21 and \$468,000 for construction in 2021/2022. TfNSW extended the project design phase to September 2021. Council is expecting to complete the design within the allocated time frame and complete construction before Christmas 2021. Council received 100% funding (\$185,000) to upgrade the road surface on The Comenarra Parkway between Howson Avenue and Stainsby Close under the TfNSW's Australia Government Black Spot and NSW Safer Roads Program 2020/2021. This project was one of the several projects identified in the Council's 10 year Traffic and Transport Plan. Council engaged an external consultant to complete the design work and completed the construction and upgrade of road surface by end of June 2021, which included a major correction to the surface elevation in that section of The Comenarra Parkway. Council contributed its share to complete the remaining civil works associated with the road upgrade. In March 2021, Council received 100% funding from TfNSW under the Federal Government Stimulus Commitment to upgrade School Zone infrastructure in the LGA. About \$2M funding was offered over a two year period to design and construct/upgrade pedestrian infrastructures in the vicinity of schools. Council has successfully completed the upgrade of six pedestrian facilities by end of June 2021 at a cost of \$330K. The upgrade of the other ten pedestrian facilities will be completed by June 2022. NorthConnex commenced operation in late 2020, and Council is currently working with TfNSW to monitor impacts on Ku-ring-gai Council's key/selected roads, especially on the increased use of trucks along Pacific Highway and Lady Game Drive. Some progress was made with the preparation of a Request for Quotation (RFQ) for implementing the Parking Management Strategy at the Lindfield Village Green, but other workloads have impacted progress of this task.</p> <p>Reason</p> <p>TfNSW extended the Burns Road and Ellalong Road project design phase to September 2021 due to Council's commitment to completing several other TfNSW funded projects by end of FY 20/21.</p> <p>Remedial Action</p> <p>Council is in the process of engaging a design consultant to complete the design work by September 2021. Construction of this project is now scheduled to commence in the 2Q of FY21/22 and complete before Christmas 2021.</p>		

Operational Plan Tasks

Code	Description	Progress	Comments
T2.1.1.1	<p>Continue to prepare an implementation plan for paid parking addressing location, financial and timing aspects of implementation.</p> <p>Signoff Authority: <i>Manager Urban & Heritage Planning</i></p>	 54%	<p>Late during the period, GTA Consultants were engaged to update benchmarking of paid parking price structures of major car parks in surrounding areas from their initial work in 2018, and consequently updated the recommended paid parking fee structure for major project car parks.</p> <p>Reason</p> <p>There were delays obtaining independent advice on benchmarking and an appropriate paid parking price structure.</p> <p>Remedial Action</p> <p>The update of paid parking price structures of major car parks were included in proposed new fees and charges for 2021/2022, which were placed on exhibition until 20 July 2021. The Lindfield Village Green is expected to be completed and operational by the end of 2021, and the inclusion of a paid parking price structure of major car parks (which includes Lindfield Village Green) in the new fees and charges is a critical step towards implementation of paid parking in major project car parks. A task to progress this work has been included in the Operational Plan 2021-2022</p>
T2.1.1.2	<p>Implement the 10 year Traffic and Transport Program.</p> <p>Signoff Authority: <i>Manager Traffic & Transport</i></p>	 89%	<p>Council received funding from TfNSW for the construction of a protected right turn bay (and upgrade of road surface to non-skid) at the intersection of Burns Road and Ellalong Road, North Turrumurra, which was re-nominated in the 2020/2021 Black Spot Program. Funding in 2020/2021 is for the design and documentation. In early 2021, the detailed design and documentation was awarded to a civil engineering consultancy, and work commenced by the consultants to further develop the concept design. During the period, the detailed design was scheduled to be developed and the documentation prepared for anticipated construction in 2021/2022. Council was also awarded funding under the 2021/2022 NSW Safer Roads Program for the resurfacing of The Comenarra Parkway 50m either side of Howson Avenue, Turrumurra. This project was scheduled in the 10 Year Plan for 2020/2021. While early planning is underway for the resurfacing component, a civil engineering consultancy firm was engaged early in the first quarter of 2021 to investigate any potential adjustments to the cross-section and horizontal alignment, to further improve safety. The investigations found that it was feasible to implement road cross-section corrections, to improve safety. The works are expected to be completed by the end of June 2021. Staff are also still awaiting the imminent announcement of successful nominations in the 2021/2022 Australian Government Black Spot and NSW Safer Roads Program. Submitted nominations that are listed in the 10 Year Traffic and Transport Plan include:</p> <ul style="list-style-type: none"> * installation of pedestrian facilities at the signalised intersection of Werona Avenue and Stanhope Road, Killara * installation of new traffic signals (to replace the roundabout) at the intersection of Junction Road and Grosvenor Street, Wahroonga.

			<p>Successful nominations are normally notified during April/May, but as of mid-June 2021, there has been no formal announcement.</p> <p>Reason</p> <p>Contractual issues, that delayed progression of the Burns Road project, were resolved late in the reporting period.</p> <p>Remedial Action</p> <p>A task to progress this work has been included in the adopted Operational Plan 2021-2022.</p>
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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: Director Strategy & Environment</p>	
Comments		
<p>Progressed as scheduled. Council continues its representation on the NSROC transport leadership group, delivery of local transport upgrades consistent with the Contributions plan works program and monitoring the traffic impacts on the arterial and regional road networks.</p>		

Operational Plan Tasks

Code	Description	Progress	Comments
T3.1.1.1	<p>Monitor and report traffic impacts on the arterial and regional road network in Ku-ring-gai after commencement of operation of NorthConnex Link.</p> <p>Signoff Authority: Manager Traffic & Transport</p>	<p> 100%</p>	<p>There has been some community concern regarding the number of heavy vehicles on Pacific Highway, and the perception that they are using Pacific Highway and Ryde Road/A3 as a potential by-pass of NorthConnex and Pennant Hills Road. Although formal monitoring of traffic on surrounding roads post-opening of NorthConnex has not yet commenced, monthly traffic count data to February 2021 was downloaded from the Transport for NSW website for the permanent counting station on Pacific Highway at Warrawee. The monthly data indicates that heavy vehicle volumes in February were still below those pre-opening of NorthConnex (end October 2020). Staff will continue to monitor monthly traffic count data on the Transport for NSW website for Pacific Highway. As part of the operational conditions of approval, TfNSW/NorthConnex are required to undertake traffic volume monitoring of key roads (arterial and regional roads) surrounding the toll road during pre and post commencement of operation. The "pre" counts were undertaken in November 2019, and the "post" counts are required to be undertaken 12 months and then 5 years after NorthConnex operation. In April 2021, Council considered a Notice of Motion regarding the numbers of heavy vehicles using Pacific Highway and resolved that:</p> <p>A. The Mayor write to the State Member for Ku-ring-gai, Alister Henskens MP, and the Minister for Transport and Roads, The Hon Andrew Constance MP, and advocate for the permanent ban of trucks and buses over the length of 12.5m or over the height of 2.8m, travelling along the Pacific Highway between</p>

			<p>the M1 and Ryde Road unless they have a genuine pickup or delivery destination only accessible via the Pacific Highway or are a restricted access vehicle required to use the Pacific Highway.</p> <p>B. The State Government be requested to install signage and cameras on a gantry similar to the existing infrastructure located on Pennant Hills Road. In accordance with the resolution, the Mayor wrote to the Minister for Transport and Roads on 7 May 2021.</p>
T3.1.1.2	<p>Collaborate with regional partners to advocate for improved traffic and transport in the Northern Sydney region aligned with the Local Strategic Planning Statement (LSPS), North District Plan, and Future Transport 2056.</p> <p>Signoff Authority: <i>Manager Urban & Heritage Planning</i></p>	 100%	<p>Since the formation of the NSROC Transport Leadership Group to implement the Northern Sydney Transport Strategy and Transport Priorities, two meetings were held during the period, to focus on the context, draft terms of reference for the group, and identifying the process for implementation and key issues or opportunities, and next steps.</p> <p>Matters that were discussed during the meetings include:</p> <ul style="list-style-type: none"> * Leveraging off the potential benefits to surface roads from the West Harbour Tunnel and Beaches Link project (Environmental Impact Statement on exhibition during the period) to improve bus services/priority and active transport opportunities in the NSROC region. * Potential application of the principles and methodology in the South East Sydney Transport Strategy to a similar strategy for the NSROC region. * Status updates from Transport for NSW on the planning for the B-Line Extension (rapid bus route Chatswood - Dee Why, via Frenchs Forest) and the Mona Vale - Macquarie rapid bus route foreshadowed in Future Transport Strategy 2056.
T3.1.1.3	<p>Plan for works in response to development in local centres.</p> <p>Signoff Authority: <i>Manager Urban & Heritage 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. Progress on Gordon Local Centre transport works during the period included:</p> <ul style="list-style-type: none"> * The draft Public Domain Plan for the Gordon local centre was placed on exhibition during the second quarter of 2021, which incorporates provision of key traffic and transport measures identified in the Contributions Plan, as well as improved footpaths, pedestrian crossing facilities and cycling facilities. This was considered for adoption by Council in June 2021. * The reconstruction of Wade Lane (new/widened footpaths and integration with the station area) commenced late in the period, with the St Johns Avenue Streetscape project works expected to commence in mid 2021. <p>Progress on Lindfield Local Centre transport works during the period included:</p> <ul style="list-style-type: none"> * The draft Public Domain Plan for the Lindfield local centre went on exhibition during the second quarter of 2021, which incorporates provision of key traffic and transport measures identified in the Contributions Plan, as well as improved footpaths, pedestrian crossing facilities and cycling facilities. This was considered for adoption by Council in June 2021 * For the proposed traffic signals at the intersection of Lindfield Avenue and Tryon Road, an RFQ for traffic signal design was issued to a panel of consultants in the second quarter of 2021. It is being assessed in

			<p>June, and a consultant is expected to be appointed early in the second half of 2021.</p> <p>Progress on Turramurra Local Centre transport works during the period included:</p> <ul style="list-style-type: none"> * The draft Public Domain Plan for the Turramurra local centre went on exhibition during the second quarter of 2021, which incorporates the key road and other transport infrastructure upgrades adopted by Council. This was considered for adoption by Council in June 2021. * Further discussions with bus operator Transdev and Transport for NSW were held during the period regarding the proposed upgrade of the bus interchange.
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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: Director Strategy & Environment</p>	
Comments		
Progressed as scheduled. During the reporting period Council continued to engage with Transport for NSW to upgrade regional roads and reduce traffic congestion within the Ku-ring-gai local government area.		

Operational Plan Tasks

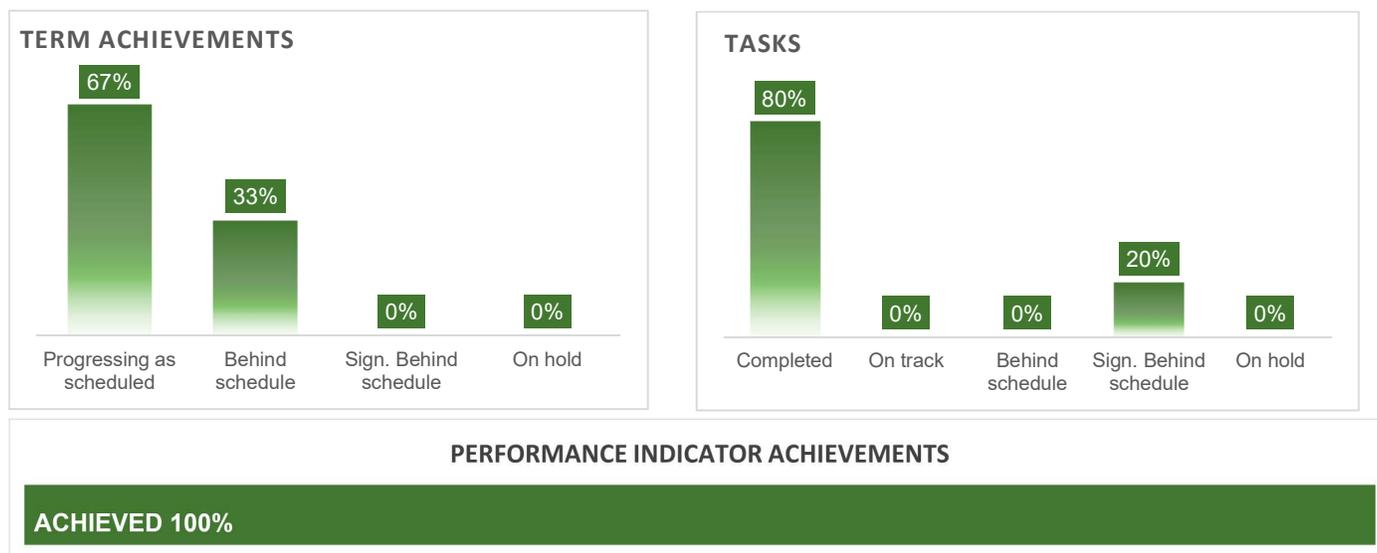
Code	Description	Progress	Comments
T3.1.2.1	<p>Pursue funding opportunities with Transport for NSW (TfNSW) for improvement works on regional roads and at blackspot locations.</p> <p>Signoff Authority: Manager Urban & Heritage Planning</p>	<input checked="" type="checkbox"/> 100%	<p>Staff are awaiting the imminent announcement of successful nominations in the 2021/2022 Australian Government Black Spot and NSW Safer Roads Program. Nominations include:</p> <ul style="list-style-type: none"> * Intersection Junction Road and Grosvenor Street, Wahroonga - replace roundabout with new traffic signals. * Intersection Werona Avenue and Stanhope Road, Killara - install missing pedestrian crossing facilities at existing traffic signals. * Intersection Archbold Road and Carnarvon Road, Roseville - install median island in Carnarvon Road to restrict movements to left-in/left-out (no right turns between Archbold Road and Carnarvon Road). * Intersection Rosedale Road and Shinfield Avenue, St Ives - construct single lane roundabout. * Intersection Collins Road and Toolang Road, St Ives - construct single lane roundabout. * Intersection Killeaton Street and Memorial Avenue, St Ives - upgrade traffic signals: introduce protected pedestrian phase. <p>Successful nominations are normally notified during April/May, but as of mid-June 2021 there has been no formal announcement.</p> <p>In the latter part of the period, Transport for NSW announced that the 2022/2023 Australian Government Black Spot and NSW Safer Roads Program opened for nominations. Staff will nominate eligible sites to the program in accordance with the program criteria and timeline.</p>



THEME 5 LOCAL ECONOMY AND EMPLOYMENT

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

Performance summary



Key achievements

- Completion of Council's annual business survey. The results will be used for benchmarking and informing Council's future business support programs.
- Broadened Council's approach to business engagement and expanded offerings of short online events as seen in 2020 to now include face to face sessions, half day workshops and peer to peer mentoring.
- Launched new destination events including the Ku-ring-gai Heritage Festival in partnership with the National Trust, Heritage NSW, Sydney Living Museums, the Eryldene Trust and Historic Houses Trust of Australia, and the Gai-mariagal Festival in partnership with NSROC, the Gai-mariagal Group and Destination NSW.
- Secured a national filming opportunity with ABC and Screen Australia for the Ku-ring-gai Wildflower Garden and St Ives Showground.
- Assisted with the Bobbin Head Cycle classic to operate under COVID-19 restrictions with the event being one of the first cycling events to be delivered since health orders commenced.
- Assisted with the delivery of five Ku-ring-gai ANZAC day ceremonies to operate under strict COVID-19 regulations

Challenges

- The Department of Planning, Industry and Environment released the Employment Lands Zone Reform on 20 May 2021. The new framework has fewer zones and more allowable uses. Council will review the framework and prepare a submission. The decision to proceed with a full Employment Lands Study is to be re-examined following the Department's Employment Zones Review.
- 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	15,176	Increased	
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	23	Increased	
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	36,482	Monitor	
Comment: Various factors are currently impacting the employment market including the COVID-19 pandemic public health restrictions, economic conditions and changes to society and culture.							
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	620	Monitor	
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	%	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	72,292	Increased	
Comment: There was significant growth in environmental education program attendance and facility hire. Outdoor recreational visitation has also grown significantly, however, cannot be tracked due to unsuitable tracking systems in place. This has been funded as a project for 21/22.							

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>Progress for this term achievement is slightly behind schedule. Council continued to promote and strengthen Ku-ring-gai's opportunities and assets to attract business and employment to the area. A robust business program was delivered including highly successful online business events.</p> <p>Reason</p> <p>Progress of the contributory tasks relating to the Employment Lands Study and Strategy, and the Retail and Commercial Centres Strategy for Ku-ring-gai were delayed.</p> <p>Remedial Action</p> <p>Tasks to continue work on the delayed projects are included in the Operational Plan 2021-2022.</p>		

Operational Plan Tasks

Code	Description	Progress	Comments
E1.1.1.1	Continue to provide opportunities for local businesses to be involved in the planning for delivery of major centre upgrades. <i>Signoff Authority: Manager Corporate Communications</i>	 100%	<p>Council continued to communicate with local businesses regarding centre upgrades and opportunities to have a say. The public domain plans for Lindfield, Turramurra and Gordon were exhibited and communicated via the Business Connections e-news. Council staff also attended the Enliven Ku-ring-gai events in Gordon, North Turramurra, West Pymble and East Lindfield to speak to businesses and residents about the public domain plans and related projects and connect with the community about other council matters.</p> <p>Progress on the Lindfield Village Green project is regularly communicated via the Activate Lindfield E-news, with progress updates also being provided via the Business Connections E-news.</p>
E1.1.1.2	Undertake the Employment Lands Study and Strategy as part of the implementation of the Local Strategic Planning Statement (LSPS). <i>Signoff Authority: Manager Urban & Heritage Planning</i>	 30%	<p>The Department of Planning, Industry and Environment released the Employment Lands Zone Reform on 20 May 2021. The new framework has fewer zones and more allowable uses. The review of the framework is to be undertaken and a submission prepared.</p> <p>Reason</p> <p>During the reporting period the organisation focused on finalising the separate draft Retail and Commercial Centres Strategy, which would significantly contribute to this study.</p> <p>The COVID-19 pandemic has impacted employment activities and it is currently unclear how this will affect future employment growth and floor space demand going forward, and in addition the NSW Department of Planning, Industry and Environment is currently undertaking an Employment Zones Reform which will have implications for the Ku-ring-gai Employment Lands Study.</p> <p>Remedial Action</p>

			<p>The decision to proceed with a full Employment Lands Study is to be re-examined following the Department's Employment Zones Review, with an option to undertake a smaller state of market study due to ongoing impacts of COVID-19. A task to progress this work has been included in the Operational Plan 2021-2022.</p>
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>From December 2020 to February 2021 Council undertook its Annual Business survey. The survey saw over 300 local businesses answer a series of questions including feedback on business performance, council services and quality of local centres.</p> <p>The key outcomes of the survey we reported to Council in March 2021.</p> <p>The business connections e-news continues to be distributed on a monthly basis to over 1,500 subscribers. The e-news outlines relevant events, initiatives and information about local, state and federal matters.</p> <p>Council also engaged with local food and beverage business regarding outdoor dining in early 2021, The outcome of this process will feed into a review of the Council's outdoor dining policy.</p>
E1.1.1.4	<p>Continue Council's comprehensive business engagement events program.</p> <p>Signoff Authority: <i>Manager Corporate Communications</i></p>	 100%	<p>Council's business engagement events program has continued. Since January 2021 Council has broadened its approach to business engagement and expanded its offering of short online events as seen in 2020 to now include face to face sessions, half day workshops and peer to peer mentoring.</p> <p>In February and March a three session mentoring program was presented in partnership with City of Ryde Council. This program delivered by the Mentoring Advisory Panels (MAPS) Institute saw 35 Ku-ring-gai based businesses go through a peer-to-peer mentoring process that culminated in a face-to-face networking event held at Macquarie University.</p> <p>A half-day workshop titled Beyond COVID Business Planning was run in April and 31 local businesses attended. The session helped business focus on planning for the next 12 months and had a wide range of industry sectors represented.</p> <p>In May, 20 businesses attended a demographics webinar where demographics consultancy ID outlined how the data available through Council's subscription to Community Atlas and Economy ID can be used by local companies to plan by identifying target markets, specific demographic groups and mapping population trends.</p>
E1.1.1.5	<p>Implement a Retail and Commercial Centres Strategy for Ku-ring-gai.</p> <p>Signoff Authority: <i>Manager Urban & Heritage Planning</i></p>	 60%	<p>No further action has been undertaken since Council's 8 December 2020 resolution to receive and note the submissions received during the public exhibition.</p> <p>Reason</p> <p>The draft strategy is premised on promoting increases in height and floor space, as well as mixed-use development in the centres, whilst mandating minimum levels of commercial and retail, as mixed-use will enable developers to overcome the high costs of land consolidation and development constraints.</p> <p>The recommendations of the draft strategy are inconsistent with Council's 22 September 2020 decision in relation to the draft Housing Strategy (no changes to existing planning controls), and</p>

			<p>accordingly the draft Retail and Commercial Centres Strategy has not been adopted by Council.</p> <p>As the draft Retail and Commercial Centres Strategy has not been adopted/endorsed by Council, the planning and non-planning recommendations set out in the strategy are not currently able to be implemented.</p> <p>Remedial Action</p> <p>Council is awaiting the outcome of the Department of Planning, Industry and Environment's review of the draft Ku-ring-gai Housing Strategy. A task to progress this work has been included in the Operational Plan 2021-2022.</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: Director Community</p>	
Comments		
<p>Progressed as scheduled. Council has a close relationship with Service NSW and is in regular contact with regional management and staff. The Easy to do Business program has been rebranded to Service NSW for Business which has involved new resources being allocated to the program. A new mobile business concierge service has been introduced which council is promoting to ensure local business can access support locally.</p>		

Operational Plan Tasks

Code	Description	Progress	Comments
E2.1.1.1	<p>Continue to seek opportunities to collaborate with other local councils, NSW State Government, other peak bodies and non-government organisations (NGOs).</p> <p>Signoff Authority: Manager Corporate Communications</p>	<p> 100%</p>	<p>Council actively engages with other local councils, state bodies (including Service NSW and Office of the Small Business Commissioner), industry groups like Regional Development Australia and local business support service providers like Realise Business and Hornsby Ku-ring-gai Community College.</p> <p>In 2020 council worked with Regional Development Australia (Sydney) supported by the NSW Small Business Commission to undertake research into the local Ku-ring-gai home based business sector. The research informed a workshop held in April 2021 to discuss supporting homes based businesses was attended by 5 local Councils and the organisations mentioned above. The work continues with a renewed focus on council's working collaboratively on local economic development issues.</p>

E2.1.1.2	Continue to support the Easy to do Business Program including its expansion into new industry sectors as identified by Service NSW. Signoff Authority: <i>Manager Corporate Communications</i>	 100%	Council has continued to work closely with Service NSW to support its offering to local business. This includes regular promotion of NSW business support programs (e.g. Dine and Discover) as well as encouraging local business to use Service NSW to navigate regulatory requirements in running their business.
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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: <i>Director Community</i>	
Comments		
Progressed as scheduled. During the reporting period Council continued to support local new and existing events, promote tourism within Ku-ring-gai through various communication mechanisms and progressed actions identified in the adopted Ku-ring-gai Destination Management Plan.		

Operational Plan Tasks

Code	Description	Progress	Comments
E3.1.1.1	Continue to support local events both new and existing. Signoff Authority: <i>Manager Visitor Experience & Events</i>	 100%	Council's events team worked with business and community organisations assisting in the approval for the following events: * Bobbin Head Cycle Classic: 28 March with 2,200 riders participating. Council sponsored the event. * Jabulani Challenge: 17 April with 900 participants. * Lindfield Fun Run: 18 April with 1,500 participants. * Ku-ring-gai Chase Special Olympics had their Fun Run on 30 May, which was also sponsored by Council, which attracted approximately 900 participants. Both sponsored events had their funding carried over from 2020.
E3.1.1.2	Promote local tourism activities to the whole community via Council's communication methods e.g. social media and website. Signoff Authority: <i>Manager Corporate Communications</i>	 100%	The fortnightly e-news, digital images and other collateral have been used extensively throughout this period to promote key tourist sites such as the St Ives Showground and the Ku-ring-gai Wildflower Garden. Council also gained access to free advertising space on the digital billboard on the Gordon pedestrian bridge which is being used to promote the Garden and new playground at the Showground.
E3.1.1.3	Progress key actions identified in the Ku-ring-gai Destination Management Plan. Signoff Authority: <i>Director Community</i>	 100%	During the reporting period the following was undertaken: * ongoing engagement with Destination NSW * launched new destination events including the Ku-ring-gai Heritage Festival in partnership with the National Trust, Heritage NSW, Sydney Living Museums, the Eryldene Trust and Historic Houses Trust of Australia, and the Gai-mariagal Festival in partnership with NSROC, the Gai-mariagal Group and Destination NSW * development is underway for 2021/22 Hornsby/ Ku-ring-gai Visitor Guide * a communication strategy was developed for destination updates in Council's E-News

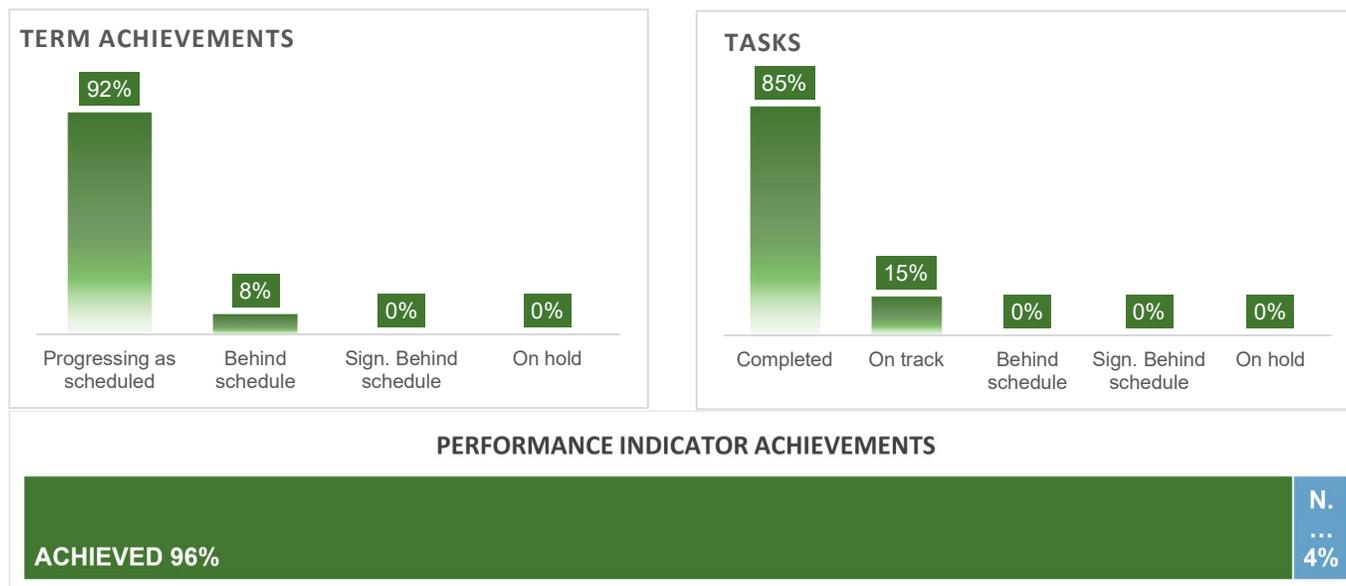
			<p>* secured national destination filming opportunity with ABC and Screen Australia for the Ku-ring-gai Wildflower Garden and St Ives Showground</p> <p>* launched new destination digital advertising on the Pacific Highway, Gordon for regional venues (St Ives Showground and Ku-ring-gai Wildflower Garden).</p>
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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 2019/20 financial year received a gold award from the Australasian Reporting Awards for excellence in report content and presentation.
- Launch of a new website in December 2020 which improved functionality, search capabilities and is mobile responsive.
- Implemented an amended Code of Conduct for staff and councillors, and an amended Code of Meeting Practice.
- Adopted a new Councillor Access to Information, Interactions with Staff and Records Management Policy, Ethical Lobbying Policy, Fraud & Corruption Control Policy and Enterprise Risk Management Policy.
- Implemented a new Request for Tender template.
- Concluded licences for TOMRA reverse vending machines at St Ives and Turramurra, the Tree Tops Adventure Course and a lease for digital advertising on the Gordon air-bridge which will provide an ongoing revenue stream for Council.
- New and renewal of tenancies for 828 Pacific Highway, Gordon to maintain near full occupancy of available commercial office space.
- Continued expansion of the mobile device program, which enables staff to receive and complete work orders in the field. The Drainage Maintenance and Traffic teams both commenced utilisation of this program in February 2021.
- Development of an Information and Communication Technology Steering Committee to oversee the strategic direction of Council's information and communication technology.
- Implementation of a new database to manage Council's footpath restoration; improvements to the Customer Request Management System; and implementation of a new database to manage volunteers.
- A revised Resourcing Strategy, Delivery Program 2018-2022 and Operational Plan 2021-2022, including Fees and Charges was adopted by Council.

- Successful introduction of a working from home policy that provides flexibility for staff, where practical, to work from home for part of the working week. This policy also assisted with meeting COVID-19 social distancing requirements, prior to the increased restrictions introduced in the most recent Sydney Metropolitan lockdown.

Challenges

- While Council is in a sound financial position, it faces a number of challenges to achieve long-term financial sustainability.
- The 2020/21 budget was adjusted for the estimated financial impact of the COVID-19 pandemic at the September quarterly budget review and funded by savings at the December quarterly budget review.
- As a result of the COVID-19 pandemic, the NSW Government postponed all NSW local government elections until 4 December 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 2020/21).

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	%	90.5	Increased	
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	%	56	Monitor	
<p>Comment: In 2020/21, 33 policies required reviewing within 12 months. Of these, 16 were reviewed and adopted, and 2 were reviewed and are currently on public exhibition. Only 28% of Council's policies are overdue for review, a statistic which has been decreasing over the last two financial years. As the COVID-19 pandemic evolved in 2020 and managers focused on more urgent priorities, the progress of these reviews slowed affecting results.</p>							
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	45	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	Stable	
<p>Comment: All commercial and community buildings that are in a condition to be occupied by a tenant have been leased.</p>							
L2.1.1.B	Debt Service Ratio (Council's ability to service debt).	In 2016/17, the debt service ratio was less than 4%. (Source: Council's Financial Statements)	4	%	0.66	Maintain	

Code	Description	Baseline	Yearly Target	Units	Achieved Amount	Progress Trend	Performance
L2.1.1.C	Working Capital.	In 2016/17, working capital was greater than \$4 million. (Source: Council's Financial Statements)	4	\$ million	\$5 million	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	2.29x	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	%	58	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	%	3.62	Maintain	
L2.1.2.C	Percentage of invoices paid to small businesses within 30 days from invoice date.	In 2016/17, 93% of invoices were paid to small businesses within 30 days from invoice date. (Source: Council records)	93	%	94	Stable	
L2.1.3.A	Building and Infrastructure Renewals Funding Ratio.	In 2016/17, the Building and Infrastructure Renewals Ratio was 74%. (Source: Council's Financial Statements)	74	%	110.60	Increasing	

Comment: The ratio of 110.60% is an improvement from 2019/20 due to additional renewal expenditure on major projects capitalised during the year, as well as a change in formula allowed by the Office of Local Government to include work in progress renewal expenditure. Council's long term financial plan provides for infrastructure renewal to meet and maintain the benchmark of 100% in future years. Council will continue to focus on appropriate asset standards for renewal and maintenance of its assets and prioritise renewal capital work programs.

Code	Description	Baseline	Yearly Target	Units	Achieved Amount	Progress Trend	Performance
L3.1.1.A	Percentage of Risk Management Reports presented to quarterly Audit Committee meetings consistent with Council's Enterprise Risk Management Framework.	In 2016/17, 100% of reports were presented to the Audit Committee. (Source: Council records)	100	%	100	Stable	
L3.1.2.A	Council's Business Papers are accessible via Council's website in a timely manner.	In 2016/17, 100% of business papers were accessible via Council's website within a timely manner. (Source: Council)	100	%	100	Stable	
L3.1.2.B	Percentage of requests for information applications completed within statutory timeframes.	In 2016/17, 100% of requests for information applications were completed within statutory timeframes. (Source: Council)	100	%	100	Stable	
L3.1.2.C	Percentage of Council's policies accessible via Council's website.	In 2016/17, 98% of Council's policies were accessible via the website. (Source: Council)	98	%	100	Increased	
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	%	8.55	Decreased	
L3.1.4.B	Percentage change in Lost Time Injuries per year.	In 2016/17, there was a 22% reduction in lost time injuries. (Source: Council)	22	%	Average of total hours lost due to injury 60 (2018/19) 43 (2019/20) 34 (2020/21)	Decreasing	
<p>Comment: Following adoption of the Delivery Program 2018 – 2022, measurement methodologies changed significantly for Lost Time Injuries due to the introduction of new injury management strategies with enhanced outcomes. These have been under constant monitoring and calibration. Injury complexity and severity are unpredictable and change year to year depending on safety performance and as a result the 2016/17 benchmark is no longer appropriate. The number of hours lost as a result of Lost Time Injuries are on a steady decline. Compared to 2019/20, there was a 19% decrease in 2020/21 in the number of hours lost as a result of injury. In order to sustain or improve on current results, Council is reviewing its loss prevention strategies, particularly those on Lost Time Injury occurrence reduction.</p>							
L3.1.4.C	Percentage of staff participation in learning and	In 2016/17, 50% of staff completed	50	%	52	Decreased	

	development activities.	accredited training courses or attended approved learning and development sessions. (Source: Council)					
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	Stable	
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	%	85	Decreased	
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	%	86	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	5,800	Increased	
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	15,373	Increased	

Comment: In 2020/21, there were 12,000 people following Council's Facebook page and 3,373 following the Twitter account.

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	55,189	Increased	
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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		
Progressed as scheduled. As required under the Local Government Act, preparation continued on an End of Term Report on Council's achievements in implementing the Community Strategic Plan over the previous four years. This report will be presented to the final meeting of the outgoing Council. Long term objectives, contained in the current Community Strategic Plan, continued to inform and guide Council's decision-making, delivery of services, programs and projects during 2020-2021, as well as the preparation of the 2021-2022 Operational Plan. Potential impacts on the delivery of programs and services, due to COVID-19 health orders and restrictions, continued to be monitored.		

Operational Plan Tasks

Code	Description	Progress	Comments
L1.1.1.1	Commence preparation of an End of Term Report on the progress of implementing the Community Strategic Plan 2038. <i>Signoff Authority: Manager Governance & Corporate Strategy</i>	 100%	Under the Local Government Act a report on Council's achievements in implementing the Community Strategic Plan over the previous four years must be presented at the final meeting of the outgoing Council, in an election year. The report, known as the End of Term Report, provides a summary of the implementation and effectiveness of the Community Strategic Plan in achieving its social, environmental, economic and civic leadership objectives over the past four years. Preparation of the End of Term Report progressed to schedule during the reporting period and will be completed in the next financial year for presentation to Council's Ordinary Meeting in November 2021.
L1.1.1.2	Commence review of Ku-ring-gai's Community Strategic Plan 2038 in response to identified challenges, opportunities, community and strategic priorities. <i>Signoff Authority: Manager Governance & Corporate Strategy</i>	 100%	In accordance with the Local Government Act the Community Strategic Plan must be reviewed every four years and each newly elected council must complete the review by 30 June in the year following the Local Government Elections. The review must consider an End of Term Report from the outgoing Council as well as a review of the information that informed the original Community Strategic Plan. Work continued on the review preparations as scheduled during the reporting period.
L1.1.1.3	Prepare Integrated Planning and Reporting plans including a Resourcing Strategy, Delivery Program and Operational Plan. <i>Signoff Authority: Manager Governance & Corporate Strategy</i>	 100%	During the reporting period Council adopted a revised Resourcing Strategy 2021-2031, incorporating a Long Term Financial Plan, Asset Management Strategy and Workforce Management Strategy at its Ordinary Meeting of 27 April 2021. Council also adopted a draft Revised Delivery Program 2018-2022 and draft Operational Plan 2021-2022, including Fees and Charges, and placed them on public exhibition for 28 days from 29 April to 26 May. Following consideration of a post exhibition report, the plans were adopted by Council at its Ordinary Meeting of 15 June 2021.

L1.1.1.4	<p>Complete all statutory reporting for the Integrated Planning and Reporting Framework and communicate outcomes to stakeholders.</p> <p>Signoff Authority: <i>Manager Governance & Corporate Strategy</i></p>	<p> 100%</p>	<p>All required statutory reporting was completed for the reporting period. This included reporting to Council's meeting of 16 March 2021 on the six month December bi-annual review of the Operational Plan 2020/21. The results of the December bi-annual review included:</p> <p>Term achievements:</p> <ul style="list-style-type: none"> * 98% (54) of term achievements were progressing as scheduled (indicated with a green traffic light) * 2% (1) were significantly behind schedule (indicated with an amber traffic light). * 1 term achievement remained on hold by Council resolution. <p>Tasks:</p> <ul style="list-style-type: none"> * 92.5% (184) of tasks were completed (indicated with a tick) or on track (indicated with a green traffic light) * 4% (8) were behind schedule (indicated with an amber traffic light); and * 3.5% (7) were significantly behind schedule (indicated with a red traffic light). * 1 task remained on hold by Council resolution. <p>A copy of the December Bi-annual Review document was published on Council's website for community viewing.</p>
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Term Achievement

Code	Description	Progress
L1.1.2	<p>Council leads the community by advocating, influencing and participating in policy development to the benefit of the local area.</p> <p>Signoff Authority: <i>General Manager</i></p>	
Comments		
<p>Progressed as scheduled. 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. This included continuing to implement relevant Federal and State Government Public Health Orders and measures relating to the COVID-19 pandemic in NSW.</p>		

Operational Plan Tasks

Code	Description	Progress	Comments
L1.1.2.1	<p>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.</p> <p>Signoff Authority: <i>Manager Governance & Corporate Strategy</i></p>	<p> 100%</p>	<p>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:</p> <ul style="list-style-type: none"> * discussions with the Department of Planning and Environment regarding Council's adopted Housing Strategy; * continuing to implement relevant Federal and State government Public Health Orders and measures relating to the COVID-19 pandemic in NSW.

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		
<p>Progressed as scheduled. Collaborations and partnerships continued to be supported with other agencies, organisations and community groups. Achievements included:</p> <ul style="list-style-type: none"> * Finalised agreement with the Department of Education for construction and joint use of an indoor sports facility at St Ives High School. * Construction of commuter parking with TfNSW as part of the Lindfield Village Green (LVG) major project. * Engagement with TfNSW for bus improvements connecting nearby centres. * Working with TfNSW to upgrade railway stations at Wahroonga, Pymble, Roseville and Killara. * Assisting grant and other funding arrangements between Council, State Government, sporting organisations and community groups to improve local facilities. * Information sharing and liaison on health and safety matters related to COVID-19. 		

Operational Plan Tasks

Code	Description	Progress	Comments
L1.1.3.1	Pursue opportunities and support collaborations and partnership arrangements with other agencies, organisations and community groups that provide tangible benefits to the local area. Signoff Authority: <i>Manager Governance & Corporate Strategy</i>	 100%	<p>Collaborations and partnerships continued to be supported with other agencies, organisations and community groups. Key outcomes and actions included:</p> <ul style="list-style-type: none"> * Agreement finalised between Council and the Department of Education for the construction and joint use of an indoor sports facility at St Ives High School. * Continued construction of commuter parking with TfNSW as part of the Lindfield Village Green (LVG) major project. * Engagement with key TfNSW staff to advocate for and collaborate on bus improvements connecting nearby centres. * Working with TfNSW to co-ordinate and implement connections and upgrades to railway stations at Wahroonga, Pymble, Roseville and Killara. * Implementation of grant and other funding arrangements between Council, State Government and local sporting organisations and community groups for improvements to roads, traffic facilities, sporting facilities and parks. * Information sharing and liaison with government agencies and support to community groups and organisations on health and safety matters related to COVID-19.

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>While Council is in a sound financial position, this term achievement has an amber traffic light, as it faces a number of challenges to achieve long term financial sustainability.</p> <p>Council is relying on asset recycling (the sale of underutilised property) to fund new major capital projects, co-funding for projects funded from developer contributions and for renewing existing assets. Progress on selling assets has been slower than expected and further, approval for the rezoning of two significant properties earmarked for sale (bowling clubs) at the zoning requested has not been forthcoming. Rather, Council has been advised by the Department of Planning that the rezoning process may only proceed at a zoning which would provide significantly lower financial returns. Future additional asset sales will be required or alternate funding sources identified, else projects will not be able to proceed.</p> <p>Council is also progressing towards town centre transformation projects such as the Lindfield and Turrumurra Hubs. These projects are very large compared to usual Council projects and are funded by the contribution of Council land, developer contributions and other funds. Due to the complex nature of the projects and high value, they expose Council to a high degree of financial risk.</p> <p>Managing infrastructure assets is a major challenge for Council, in particular providing enough funds to renew the existing assets in the context of a desire to build new assets. Council's long term financial plan addresses the renewal of existing assets in terms of the core condition rating, however contemporary expectations are higher than allowed for in the Long Term Financial Plan (LTFP). Examples of this include the desire for footpaths where there are currently none, and community buildings that may be structurally sound but are no longer fit for purpose. These buildings do not meet the functional requirements of modern society due to the design, size, materials and layout. Other existing assets may also require more renewal funding than currently planned, in particular the stormwater drains network.</p> <p>The financial performance for the current financial year is being reviewed and will be reported to Council as part of the end of financial year reporting in September. It is expected that Council will finish the year with a satisfactory operating result and within allocated forecast budget.</p> <p>Reason</p> <p>Council is relying on asset recycling (the sale of underutilised property) to fund new major capital projects, co-funding for projects funded from developer contributions and for renewing existing assets. There have been delays and other obstacles in progressing this strategy. Council is also pursuing large town centre transformation projects that are complex and of high value and risk.</p> <p>Remedial Action</p> <p>Council will be presented with the opportunity to review its priorities and funding strategies over the next year when developing its Community Strategic Plan and Delivery Program for the next cycle which takes effect from 1 July 2022.</p>		

Operational Plan Tasks

Code	Description	Progress	Comments
L2.1.1.1	Review the 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 objectives.	 100%	The financial performance for the 2020/21 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

	Signoff Authority: Manager Finance		at the September quarterly budget review and funded by savings at the December quarterly budget review. The June quarterly budget review will be undertaken in the second half of June. It is expected that Council will finish the year with a satisfactory operating result and within allocated budgets. Council's final end of year results are subject to external audit in the first half of August. A detailed report to Council on the Financial Statements and performance against budget is scheduled for September.
L2.1.1.4	Progress Council approved property acquisitions and divestments. Signoff Authority: Manager Property	<input checked="" type="checkbox"/> 100%	In accordance with Council approved acquisitions, the property team purchased the last of the remaining properties required to enable the establishment of a new park in St Ives and have conducted negotiations with property owners to acquire suitable strategic sites for open space purposes in the Pymble, Roseville and Gordon locality. Prerequisite planning and operational actions to implement the divestment of approved surplus property is also on track.
L2.1.1.5	Improve financial returns from Council's property portfolio. Signoff Authority: Manager Property	<input checked="" type="checkbox"/> 100%	During the year the property team conducted a comprehensive review of Council's commercial and community leasing portfolio with the following actions completed or underway to improve financial returns: * conducted a robust review of COVID-19 related hardship claims and rent relief assessment in accordance with the National Cabinet's Mandatory Code of Conduct * in relation to existing business operations, the property team reached an agreement regarding its third and final commercial lease renewal within 828 Pacific Highway, Gordon * reached an agreement for an approximate 20% rental increase for the renewal of the HART sublease * completed investigative work associated with renewing the Wahroonga Cottage lease on revised market terms * reviewed the existing application of subsidies applied to Council's community portfolio, and identified a number of existing agreements that do not accord with Council policy. A strategy has been developed to bring these groups in line with adopted policy, including where appropriate, a staged implementation to bring them into compliance * identified opportunities to reduce Council's recurrent budget for recovery of outgoings and other costs * developed a robust framework regarding grant funding in order to secure funding for improvements on Council's property portfolio. Investigated new commercial opportunities, reported under L2.1.2.2.

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 financial performance for the end of financial year is currently being reviewed and will be reported to Council as part of the end of financial year reporting in September. Budget adjustments and additional grant funding from State and Federal governments, as part of various stimulus packages relating to COVID-19, have been allocated in March quarterly budget review (QBR) report to Council.</p> <p>As at end of March 2021, it is expected that Council will finish the year with a satisfactory operating result and within allocated revised budget.</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: <i>Manager Finance</i>	 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: <i>Manager Property</i>	 100%	The Property team have concluded licences for TOMRA reverse vending machines at St Ives and Turrumurra, Tree Tops adventure course and a lease for digital advertising on the Gordon air-bridge which will represent an ongoing revenue stream for Council. New and renewal of tenancies for 828 Pacific Highway, Gordon to maintain near full occupancy of available commercial office space were reviewed. Other new business opportunities under investigation included: * agreement reached to terms for a site access agreement over the existing Council car park at 1186 Pacific Highway, Pymble, on terms exceeding market expectations. Additionally, on conclusion of the licence, the site is to be returned in a significantly improved condition to existing, saving Council further capital and maintenance costs * tenders were called for Council's proposed commercial food and beverage establishments at St Ives Showground and Lindfield Village Green * vacant possession secured and preliminary investigation works conducted for a proposed commercial child care operation to be publicly tendered * progressed tender and other documentation regarding Council's proposed bus shelter advertising contract * progressed finalisation of road leases for encroachment.

Term Achievement

Code	Description	Progress
L2.1.3	Council maintains its commitment to infrastructure asset management priorities. Signoff Authority: <i>Director Corporate</i>	
Comments		
Progressed as scheduled. The commitment to infrastructure and asset management is displayed throughout the organisation with all managers showing an understanding of the importance of this. Works to maintain council's assets has progressed well throughout the period.		

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>	 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 2018-2022 and Operational Plan 2021-2022 which were adopted by Council in April 2021.

L2.1.3.2	Review the Asset Management Strategy as part of Council's adopted Resourcing Strategy. Signoff Authority: <i>Manager Technical Services</i>	 100%	Completed previous reporting period.
L2.1.3.3	Achieve asset management targets identified in the Resourcing Strategy. Signoff Authority: <i>Manager Technical Services</i>	 100%	Councils asset management targets identified in the adopted Resourcing Strategy for the 2020/21 financial year have been met ahead of schedule.

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		
<p>Progressed as scheduled. Council has continued to:</p> <ul style="list-style-type: none"> * Manage and coordinate a compliant and effective Enterprise Risk Management system. * Manage, coordinate, support and facilitate the effective operation of Councils Internal Audit function. * Coordinate, support and facilitate the effective management of Councils Insurance portfolio. * Manage and coordinate a compliant and effective Workplace, Health and Safety (WHS) Management System: * Coordinate the efficient and effective delivery of the North Shore Councils Internal Audit Service. 		

Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.1.1	Manage and coordinate a compliant and effective Enterprise Risk Management system. Signoff Authority: <i>Manager People & Culture</i>	 100%	<p>Council has been continuously improving on its risk management capability in achieving the target risk maturity (4/5 – Consistent / Implemented) under its Enterprise Risk Management (ERM) framework. This period, Council updated its risk indicators and adjusted its risk profile based on the recent reviews and refinement made to the Major Projects risk register (from the last quarter).</p> <p>Council has been developing Fraud and Corruption (F&C) training programs based on updated F&C Control Policy (the Policy) and F&C Control Strategy (both documents were approved by the GMD on 13 November 2020 with the Policy adopted by Council on 8 December 2020). Council is currently finalising the training materials in partnership with JLTA for the delivery of F&C training program in June/July 2021 (pending on JLTA availability).</p>
L3.1.1.2	Manage, coordinate, support and facilitate the effective operation of Councils Internal Audit function. Signoff Authority: <i>Manager People & Culture</i>	 95%	<p>The start of the 2021 calendar year was slow with the resignation of the Internal Auditor. An internal audit of low value purchasing was completed in May 2021. This was outsourced to Prosperity and covered all departments of Council.</p> <p>For the calendar year this represents a 17% completion rate against the audit plan. For the 2020/21 financial year 75% of the plan has been completed. The completion rate has been impacted</p>

			<p>by resourcing constraints associated with the vacancy of one position of internal auditor and the temporary reduction in hours of the remaining internal auditor.</p> <p>An annual report from the ARIC to Council was collated and successfully tabled in April 2021.</p> <p>Past recommendations raised by internal audit are validated quarterly and are confirmed as nearing their completion date or are progressing satisfactorily.</p>
L3.1.1.3	<p>Coordinate, support and facilitate the effective management of Councils Insurance portfolio.</p> <p>Signoff Authority: <i>Manager People & Culture</i></p>	 100%	<p>The total number of public liability claims against Council increased in the first quarter (1Q) of 2021 compared to the fourth quarter of 2020. In particular, 31 claims were settlement in 1Q 2021 with the quarterly settlement ratio at 0.042. Fallen tree branches/ tree roots continued to be the dominant cause of damages to property and pothole was the main cause of vehicle damages. The unexpected and sharp increase of claims lodgement observed between December 2019 and March 2020 has not repeated in 2021. Whilst there are still some fluctuations in claims lodgement, particularly between January and February 2021, the number of claims lodgement are observed to remain around 10 claims lodgement per month in 1Q 2021.</p> <p>Council continued to focus on achieving a high performance Workers Compensation insurance program which measures and monitors early intervention, return to work performance, claims and injury management efficacy to safeguard the payable insurance premium. Council's performance in early intervention has improved in the current financial year compared to the past two financial years as no excess was incurred and that all claims are reported within five calendar days as per legislative requirements. A major contributor for loss of productivity continues to be psychological injury claims as indicated by average wage loss by body parts, despite its low claim frequency compared to other body parts.</p> <p>Return to work results improved significantly for Operations in the current financial year. Despite the number of workplace injuries are relatively similar from 2019 to 2021 (from 16 to 19 injuries), the wage loss in 2021 has decreased five-fold compared to 2019 and almost ten-fold compared to 2020. 2021 results are correlated with improved engagement between Operations and Risk Advisory Team in injury management since January 2020.</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 has continued to focus on providing support to management and staff during COVID-19 under its WHS program, in particular:</p> <ul style="list-style-type: none"> * The ongoing maintenance and reporting of tailored WHS reporting indicators and dashboards * Responding to the COVID-19 pandemic in a positive, proactive and confident manner under the leadership of the Crisis Management Team * Ongoing monitoring of the health and well-being of our workforce under its wellness program (e.g. flu vaccination for the current quarter) * Emergency management training * Health and Safety Representative Training * Traffic Control Work Training – Traffic Control Cards (TCC) replacement * Formation of Musculoskeletal disorder (MSD) Strategy and action plans * Review of First Aid Procedure

			* Development of Automated External Defibrillator (AED) Management Plan.
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>	 95%	<p>Internal Audits scheduled in 2021 have been completed at least one for every Council. Six ARIC meetings have been attended in the March quarter and similar will be attended by July 2021.</p> <p>The start of the 2021 calendar year was slow with the resignation of the Internal Auditor. The other full time Internal Auditor has reduced work hours from five days to three days per week. This has led to scheduled audits not being completed as planned.</p> <p>Three internal audits have been recently outsourced (purchasing low value at Ku-ring-gai, S7.11 and S7.12 restricted fund reviews at Strathfield, DA's at Lane Cove) with others completed in-house.</p> <p>Past recommendations raised by internal audit are validated quarterly and are confirmed as nearing their completion date or are progressing satisfactorily and are reported to each ARIC.</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 as scheduled. Enhancements to Council's governance framework continued to be developed and implemented. This included the implementation of an amended Code of Conduct for staff and Councillors, and an amended Code of Meeting Practice due to legislative changes. Council also adopted a new Councillor Access to Information, Interactions with Staff and Records Management Policy, Ethical Lobbying Policy, Fraud & Corruption Control Policy and Enterprise Risk Management Policy during the period. Council has implemented a new Request for Tender (RFT) Template and is finalising its Contract Management Framework. Council also continued to action recommendations arising from the shared internal audit service with other northern Sydney councils. Council staff have updated and redesigned the Councillors Expenses and Facilities Policy in line with the Office of Local Government best practice template with the goal of having a new policy in place for the newly elected Council in December 2021.</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>	 100%	<p>During the reporting period there were 5 Ordinary Meetings of Council (OMC), 1 Extraordinary Meeting of Council and 2 Audit, Risk & Improvement Committee meetings. Business papers for all meetings were produced and delivered on time. All OMC minutes were published on Council's website the following day after the OMC. OMC meetings have returned to in-person with technology set up to enable Councillors to attend remotely if required. OMC meetings continued to be livestreamed on Council's website. From April 2021, public forums were conducted in-person at Council Chambers. However from July 2021 they were again suspended.</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 five Councillors taking advantage of the opportunity to acquire new skills and knowledge associated with their roles as elected representatives. Training and seminar sessions are starting to return to in-person, however some sessions are still taking place virtually. There is adequate budget for 2020/21 to facilitate further training and professional development opportunities for councillors. Council adopted an Annual Program of Conferences to streamline the administrative process</p>

			when organising delegate attendance at local government sector run events.
L3.1.2.3	<p>Ensure appropriate management of Council information to effectively comply with legislation with the Government Information (Public Access) Act, 2009, Privacy and Personal Information Protection, Act 1998 and Health Records and Information Privacy Act, 20</p> <p>Signoff Authority: <i>Manager Governance & Corporate Strategy</i></p>	 100%	<p>During the reporting period, Council received 22 formal applications and 723 informal applications under the GIPA Act for access to Council information. Council did not receive any reviews under the Privacy and Personal Information Protection Act or the Health Records and Information Privacy Act.</p>
L3.1.2.4	<p>Ensure Council fulfils its obligations under the Local Government Act and Regulations, including compliance with legislative changes and relevant guidelines and circulars.</p> <p>Signoff Authority: <i>Manager Governance & Corporate Strategy</i></p>	 100%	<p>Quarterly reports are presented to the Audit, Risk and Improvement Committee (ARIC) to monitor compliance and assist the ARIC in reviewing Council's performance in relation to external accountability and legislative compliance obligations. These included: 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 Local Government, 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. An overview report of individual obligations under the Privacy and Personal Information Protection Act 1998, Government Information (Public Access) Act 2009 and the State Records Act 1998. This is included as part of induction training for all new staff and activities relating to complaints and compliments received by Council.</p>
L3.1.2.5	<p>Maintain a policy review program to ensure the currency of all policy documents and public registers.</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. Five policies were updated and adopted by Council during the reporting period.</p>
L3.1.2.6	<p>Business and decision-making systems and processes continue to be aligned with the Integrated Planning & Reporting Framework objectives.</p> <p>Signoff Authority: <i>Manager Governance & Corporate Strategy</i></p>	 100%	<p>Actions during the reporting period that are aligned with and support Integrated Planning and Reporting (IP&R) objectives included:</p> <ul style="list-style-type: none"> * Exhibition and adoption of a Revised Delivery Program and new Operational Plan for 2021-22, including services and capital works program that contribute to the Community Strategic Plan's long term objectives * Adoption of a revised Resourcing Strategy structured around IP&R objectives * Continued delivery of findings and recommendations from recent reviews of the organisation's information systems, customer service, service delivery and resource planning through IP&R processes * Adoption of policies and new procedures aligned with IP&R objectives.
L3.1.2.7	<p>Coordinate, support and facilitate effective probity around procurement and implement the Contract Management Framework.</p> <p>Signoff Authority:</p>	 99%	<p>The Contract Management Framework (CMF) has been drafted and discussed with key stakeholders. Staff are currently working on revised threshold levels for purchasing guidelines. Training for CMF is to be developed and provided early 2021/22 based on</p>

	<i>Manager Procurement & Contracts</i>		feedback received and an update of final version of CMF to be released.
L3.1.2.8	<p>Liaise with the NSW Electoral Commission in regard to the conduct of the 2021 Ordinary Local Government Elections.</p> <p>Signoff Authority: <i>Director Corporate</i></p>	 100%	<p>Due to the worsening COVID-19 crisis in June and July 2021 the State government further delayed the 2020 Ordinary Local Government Election to 4 December 2021. Council has a contract in place with the NSW Electoral Commission to administer the Ku-ring-gai Council Election. Governance staff have created an Election web page and prepared all necessary non-residential roll documentation. Council has liaised with the Commission to lock in Pre-poll and Returning Officer premises for the election. Council's first Candidate Information Session took place on 10 June 2021.</p>

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 as scheduled. Council's Corporate Sustainability Action Plan (CSAP) continued to be progressed during the period with business units across the organisation being engaged in sustainability actions.</p> <p>Council's Single-Use Plastic Policy and Sustainable Event Management Policy has been integrated across Council, although some momentum was lost due to covid restrictions.</p> <p>Council Environment and Sustainability staff continued to work on strategies and plans that advance sustainability and environmental management whilst also working to improve and enhance the programs run by Council which engage community members on sustainability matters.</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>	 100%	<p>Following the restrictions of events due to COVID-19, the team has continued to make progress on the goals of the Corporate Sustainability Action Plan (CSAP).</p> <p>Council recently held a workshop with the Corporate Sustainability Action Plan (CSAP) working group with management at Council. Each team has committed to a number of sustainable actions to move forward with our objectives. Organic waste collection is in the process of being re-activated and we are also working with the Wildflower Garden, Ku-ring-gai Sports & Aquatic Centre and Council Depot to have organic waste collection active in office spaces. This is a key part in delivering the Single-Use Plastic Policy and Sustainable Event Management Policy as we have now moved to 100% compostable ware at events. This will ensure that they are responsibly disposed of and do not contribute to landfill.</p> <p>We are also 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 team assistants have all been briefed on this upcoming change. Staff collection drives will resume in the second half of 2021.</p>
L3.1.3.2	<p>Utilise the sustainability data management and reporting system to inform investment and management priorities.</p>	 100%	<p>In this reporting period the smart meter upgrades at all Council small market electricity sites were completed, with integration of the smart meters into Council's energy management system to be undertaken in FY2022. Trouble shooting of issues</p>

	Signoff Authority: <i>Manager Environment & Sustainability</i>		with the solar photovoltaic (PV) Data Managers continued to be undertaken, and a preventative maintenance contract for solar PV was developed and implemented for Council's rooftop solar assets.
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 work towards the objectives within the adopted policies and strategies which guide natural resource management and integrate sustainability across the organisation. This period has seen the development of draft Plans of Management for Natural Areas, the Ku-ring-gai Flying Fox Reserve, St Ives Showground and Precinct Lands, Sports fields and Parks.

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		
Progressed as scheduled. Council delivers numerous and varied services to the community through the annual Operational Plan's six themes and budget. These directly link to the community and Council's adopted long-term objectives and assists in identifying and providing services and programs on the basis of community need, priority and equity. Staff continued to assess both external and internal services to optimise delivery, identify cost savings and additional revenue opportunities. Improvements to service/ resource planning processes were identified during the period for implementation ahead of the preparation of the next suite of integrated planning and reporting documents.		

Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.4.1	Continue to review Council services against community and strategic priorities, efficiency and customer service objectives. Signoff Authority: <i>Manager Governance & Corporate Strategy</i>	 100%	The preparation of Council's Revised Delivery Program 2018-2022 and Operational Plan 2021-2022, adopted in June 2021, included an assessment of services, programs and capital works to ensure that they will deliver community needs and priorities and best value to the community. A review of the organisation's service delivery and resource planning processes will continue during 2021-2022.
L3.1.4.2	Report bi-annually to Council on achievement of adopted Customer Service Standards. Signoff Authority: <i>Manager Corporate Communications</i>	 100%	The implementation of the customer service charter and the complaints management process continued. There has been a strong line of communication with key departments with complaints being dealt with quickly & proficiently. Online portal lodgements continued to be popular with the majority of development applications lodged by customer service. Working from home arrangements continued to be successful.
L3.1.4.3	Continue to benchmark and improve customer service standards across the organisation. Signoff Authority: <i>Manager Corporate Communications</i>	 100%	The successful implementation of the customer service charter and the complaints management process occurred this reporting period. There has been a strong line of communication with key departments and stakeholders with complaints being dealt with efficiently. Online chats continue to be a popular way to interact with council with continual training to be initiated annually to refresh and improve the customer service officers online chat technique.

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>To improve communication with our community, Council launched a new website in December 2020. Features include improved functionality, more user friendly, improved search capabilities and is mobile responsive. Communications staff continued to refine content with staff from all departments.</p> <p>Website traffic stats for period 1 January 2021 to 22 June 2021: Unique page views: 1,139,724</p>
L3.1.4.5	<p>Implement upgrades to Council's website and internal intranet systems.</p> <p>Signoff Authority: <i>Manager Corporate Communications</i></p>	 100%	<p>Following the December 2020 launch of a new Council website, staff are monitoring traffic and community feedback and continued to make improvements to web pages during this reporting period.</p> <p>Council also formed an intranet project group and have commenced discussions with the chosen provider and internal stakeholders to introduce a new Council intranet. The new Council intranet aims to be completed by December 2021.</p>
L3.1.4.6	<p>Provide effective records management across the organisation compliant with relevant legislation.</p> <p>Signoff Authority: <i>Manager Governance & Corporate Strategy</i></p>	 100%	<p>Content Manager training is ongoing as new staff are being trained and existing staff are given a refresher when necessary. All Records section policies and procedures are now updated and completed. Records have updated Kasey, ensuring all procedures are current. Day to day tasks have all been updated and Records Officers have now been trained and have acquired sufficient knowledge of all roles enabling all staff to conduct team roles if required.</p>
L3.1.4.7	<p>Manage the ongoing preservation of Council's legacy records.</p> <p>Signoff Authority: <i>Manager Governance & Corporate Strategy</i></p>	 100%	<p>The priority for this period was the transfer to Government Records Repository (GRR) of 2013 DA files held at Council. 97 archive boxes of development application files were transferred.</p> <p>15 day boxes of scanned records were appraised and sentenced by the Contract Archivist. The destroyed records amount to seven (7) 240 litre secure storage bins.</p> <p>Authorisation will be given for GRR to destroy 164 boxes of Council records held at the Repository. The boxes contain files scanned under the Scan on Demand program. 192 boxes of Council files held at GRR are ready to be destroyed. The destruction of the boxes will achieve substantial savings in offsite storage costs.</p> <p>The Contract Archivist continues to scan property files stored in Central Records on level 3 and register the files in Content Manager (CM). The total number of property files scanned is 15,175. It is anticipated that this project will eliminate the requirement for ongoing physical storage of these files and also provides access to Council officers who can view the contents in CM.</p>
L3.1.4.8	<p>Effectively deliver learning and development strategy and programs in line with identified priorities and the objectives of Council's adopted Workforce Management Strategy.</p> <p>Signoff Authority: <i>Manager People & Culture</i></p>	 100%	<p>A new employee induction session was conducted in May 2021. Council's Learning and Development function continued to manage and coordinate mandatory training together with professional development opportunities.</p>
L3.1.4.9	<p>Effectively deliver workforce support services including recruitment, payroll, employee relations and industrial relations.</p>	 100%	<p>Workforce support services including recruitment and payroll, employee relations and industrial relations have been successfully delivered across the period.</p>

	Signoff Authority: <i>Manager People & Culture</i>		
L3.1.4.10	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: <i>Manager People & Culture</i>	 95%	A number of key initiatives have reached the implementation phase and are ready to be rolled out to the organisation subject to final consultation with key stakeholders. Work has progressed with Council's new Reward and Recognition program, with systems and processes tested, and minor changes made based on the feedback received from the test pilot group. The People & Culture team have also partnered with the Environment and Sustainability team to incorporate initiatives that encourage staff to be more environmentally aware and conscious and be rewarded and recognised in returned. Work on Council's Equal Employment Opportunity Management Plan, CiA module, Succession Plan as well as ongoing review of policies and strategies will continue into the new financial year. The new Recruitment Software has been set up and initial testing completed. End-user training will take place over the coming weeks, and it is anticipated that the system be rolled out to across Council in July 2021 to allow staff to focus on wrapping up priorities before the end of financial year. In light of the changes made to the National Principles for Child Safe Organisations, a draft policy and procedural document has been created to reflect the standards and expectations for organisations in implementing parameters and measures in protecting and safeguarding children who engage in Council driven activities and events. An action plan together with a FAQ and guideline document, and a presentation has been created and is ready for staff briefing and consultation.
L3.1.4.11	Review the Workforce Management Strategy as part of Council's adopted Resourcing Strategy. Signoff Authority: <i>Director Corporate</i>	 100%	Completed previous reporting period.
L3.1.4.12	Continuously improve People & Culture services, business processes and systems. Signoff Authority: <i>Director Corporate</i>	 100%	People & Culture continued to review and improve its services, business processes and systems to align with best practice.
L3.1.4.13	Maintain, update and support Council's core business systems, coordinate reviews and facilitate enhancements to address identified requirements. Signoff Authority: <i>Manager Information Management</i>	 100%	Throughout the reporting period Business Systems have continued to maintain, update and support Council's core business systems in both a proactive and reactive manner; with over 600 IM Helpdesk Requests received - resulting in 560 actions/improvements being completed. System enhancements continued to be made by the development of reports, system automation and general system improvements across a number of core systems.
L3.1.4.14	Coordinate and facilitate the implementation of the Information Management Strategic Plan projects and ensure appropriate funding is identified. Signoff Authority:	 100%	Information Management projects managed by Business Systems are prioritised and delivered in a strategic manner with the development of project plans, establishment of work teams, regular key stakeholder meetings and constant monitoring. Projects are generally delivered in accordance with agreed deadlines and allocated budgets.

	<i>Manager Information Management</i>		
L3.1.4.15	Develop, maintain and deliver quality property and geographic information services including advice and training. Signoff Authority: <i>Manager Information Management</i>	 100%	All Geographical Information System (GIS) and TechOne Property & Rating (PnR) databases were updated this reporting period resulting in 11 new registered plans at NSW Land Registry Services and the creation of 28 new properties and 97 new residential units. A total of 2218 Planning Certificates were issued this period resulting in an income of \$192,834 for this part of the financial year.
L3.1.4.16	Maintain, update and support Council's Information Technology infrastructure and systems. Signoff Authority: <i>Manager Information Management</i>	 100%	Routine checks during the period included monthly physical inspections of all remote sites. Windows Security Patches have been applied to servers and PC's. Projects progressed to schedule or completed this period include, IT monitoring systems upgraded such as ADAudit and OpsManger. The Email Archive System was upgraded. TechnologyOne was upgraded to latest version and Rangers fines system was also upgraded. Office 365 still ongoing and will now progress to pilot stage along with new remote access system which incorporates multi factor authentication.
L3.1.4.17	Complete preparation of an Information Management Strategy and commence implementation. Signoff Authority: <i>Director Corporate</i>	 100%	Completed previous reporting period.

Issue: L4: Community engagement

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

Term Achievement

Code	Description	Progress
L4.1.1	Innovative and effective community engagement fosters community participation and a better understanding of Council services, programs and facilities. Signoff Authority: <i>Director Community</i>	
Comments		
<p>Progressed as scheduled. Staff continued to progress the Community Engagement Policy and focus on digital mechanisms to communicate with the community. The Community Engagement Policy was reported to Council in June where it was resolved to be placed on public exhibition.</p> <p>Council's media monitoring service provides daily reports on media and social media coverage which are distributed widely across the organisation. The design team produced 25 videos and animations during the reporting period to promote Council services and projects. The design team were extensively involved in the rebranding of the new Council website.</p>		

Operational Plan Tasks

Code	Description	Progress	Comments
L4.1.1.1	Finalise a review of the Community Engagement Policy and communicate new requirements to staff. Signoff Authority: <i>Manager Corporate Communications</i>	 95%	The Community Engagement Policy was reported to Council in June where it was resolved to be placed on public exhibition. Once adopted new requirements will be communicated to staff.

L4.1.1.2	Develop community engagement guidance materials for staff to support best practice community engagement. Signoff Authority: <i>Manager Corporate Communications</i>	 95%	A range of materials are in draft and will be circulated to staff once the Community Engagement Policy has been public exhibited and adopted by Council.
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%	Community engagement projects are being monitored and reported on. Since January 2021 a range of projects have been subject to community engagement. This includes playground upgrades, public domain plans, a character study, planning proposals, development control plan amendment, plans of management and landscape masterplans. A detailed process of engagement is ongoing regarding the Council's Net Zero Communities project, which has involved face to face meetings, workshops, interviews and webinars. A new suite of suburb specific community engagement e-newsletters has been launched to promote opportunities for engagement. The newsletters now have nearly 400 subscribers.
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 design team apply corporate standards to all designed assets on an ongoing basis. Recently completed projects include scrim for major projects such as the youth precinct; corporate Zoom backgrounds for online meetings; animations and translated material for important services such as trees and waste.
L4.1.1.5	Monitor Council's services, programs, policies and achievements via all forms of media. Signoff Authority: <i>Manager Corporate Communications</i>	 100%	Council's media monitoring service provides daily reports on media and social media coverage which are distributed widely across the organisation. The design team produced 25 videos and animations during the reporting period to promote Council services and projects. The design team were extensively involved in the rebranding of the new Council website.

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		
<p>Progressed as scheduled. During this reporting period numerous responses were prepared in relation to media enquiries on a variety of topics. These responses also included media releases and interviews. Council's social media sites were monitored daily and out of hours to respond to customer enquiries and concerns. Council's enews now distributed twice a month.</p> <p>Major tasks during the reporting period included campaigns on changes to the waste service; community education on trees; promotion of local winter sport; rebranding of signage for suburbs and centres; curating a new photo library and interpretative signage for various parks and bush tracks.</p>		

Operational Plan Tasks

Code	Description	Progress	Comments
L4.1.2.1	Proactively manage media and digital channel information and coordinate Council's actions in response. Signoff Authority:	 100%	Major tasks during the reporting period included campaigns on changes to the waste service; community education on trees; promotion of local winter sport; rebranding of signage for suburbs and centres; curating a new photo library and

	<i>Manager Corporate Communications</i>		interpretative signage for various parks and bush tracks.
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HAVE YOUR SAY

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

How to get involved

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