



REVISED  
DELIVERY PROGRAM 2013-2017  
&  
OPERATIONAL PLAN 2014-2015  
**DECEMBER 2014**



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Theme: Community, People and Culture..... 3

Theme: Natural Environment ..... 31

Theme: Places, Spaces and Infrastructure..... 46

Theme: Access, Traffic and Transport ..... 84

Theme: Local Economy and Employment ..... 95

Theme: Leadership and Governance ..... 102

## Theme: Community, People and Culture

**Issue:** Community wellbeing.

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

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

### Critical Action

Code	Description	Progress	Comments
C1.1.1.1	<p>Effective responses are made to changing needs of the community.</p> <p><i>Responsible Officer: Director Community</i></p>	 50%	<p>During the reporting period demographic and socio-economic data for the Kuring-gai area was updated and analysis of trends undertaken. This work has informed the preparation of the draft 2015/16 Operational Plan and revised Resourcing Strategy as well as research work undertaken for the State Government's Fit for the Future reform proposals.</p>

### Operational Plan Tasks

Code	Description	Progress	Comments
C1.1.1.1.1	<p>Provide up to date demographic profile of the community.</p> <p><i>Responsible Officer: Director Community</i></p>	 50%	<p>Council's Demographic Atlas and Economy Profile are up to date and available to the public on Council's website. The latest demographic data has been added to Council's Demographic Profile as the information has become available from the Australian Bureau of Statistics and other sources eg. population estimates, residential building approvals and economic data.</p>

### Critical Action

Code	Description	Progress	Comments
C1.1.1.2	<p>Review, evaluate and implement strategies, plans, policies, programs and services.</p> <p><i>Responsible Officer: Director Community</i></p>	 46%	<p>During the period a comprehensive program of services and facilities were provided for seniors, youth and children consistent with their 2014/15 programs. Diverse and innovative library services and art centre programs continued to be well attended by the community. Development of a revised Children's Needs Plan has been delayed to allow for the inclusion of additional new State and Federal government policy changes.</p>

## Operational Plan Tasks

Code	Description	Progress	Comments
C1.1.1.2.1	<p>Implement priority recommendations and programs from Council's Ageing Strategy.</p> <p><b>Responsible Officer:</b> <i>Manager Community Development</i></p>	 <p>50%</p>	<p>A total of 1,491 seniors attended a wide range of events over the period July to December. Events included excursions to musicals, theatre outings and art gallery visits. These activities are designed to encourage seniors to become more active in the community and thereby reducing the risk of social isolation. Evaluations and feedback surveys from the majority of events gave a 100% satisfaction rating. An overnight excursion to the Christmas lights to the Hunter Valley Gardens was run in December. A concert to celebrate International Day of Older Persons was held in October at Ravenswood School and was attended by 255 people.</p> <p>Our regular monthly seminars covered a diverse range of topics including tax change implications, social media, digital photography and Council's online booking system. Alzheimer's Australia presented an evening seminar for people caring for someone with dementia. The ever popular Falls Prevention classes continued with a very positive 99% satisfaction rating. A new program titled "Basically Backs" attracted 783 people over 9 weeks. Council offered 2 sessions of our extremely popular H.E.a.R.T. (Healthy Eating and Recreational Time for Seniors) program with 47 seniors attended.</p> <p>We also partnered with the Australian Chinese Community Association assisting the group to run a series of falls prevention classes for Mandarin and Cantonese speaking seniors at the Turramurra Seniors Centre.</p>
C1.1.1.2.2	<p>Implement priority recommendations and programs from Council's Youth Strategy.</p> <p><b>Responsible Officer:</b> <i>Manager Community Development</i></p>	 <p>50%</p>	<p>During the reporting period the following were undertaken:</p> <ul style="list-style-type: none"> <li>* A live music event at St Ives Community Centre on Friday 19 December 2014.</li> <li>* The operation of AWOL Youth Hub at Gordon and The Fitz Youth Centre at St Ives. This includes a range of skill development workshops for young people.</li> <li>* Convened three meetings of Hornsby/ Ku-ring-gai Youth Network and management of the network email distribution list.</li> <li>* Facilitated the planning, implementation and review of the Northern Sydney Youth Services Forum held on Thursday 20 November. The project was a partnership between the Department of Family and Community Services, local councils and community organisations.</li> <li>* Operation of a Youth Services information stall at Connect Interagency Expo at The Beach School.</li> <li>* Supported two TAFE students to complete their Diploma in Community Welfare.</li> <li>* Delivery of one Parent Forum on Monday 17 November in partnership with KYDS on the topic of Families - Hard Work and Hardly Working.</li> <li>* Coordination of Droppin Hammers Skate Competition at St Ives Skate Park.</li> </ul>

C1.1.1.2.3	<p>Implement priority recommendations from Childrens Services Needs Plan.</p> <p><b>Responsible Officer:</b> <i>Manager Community Development</i></p>	 20%	<p>Progress on this project has been delayed due to the recent release of three national reviews into childcare and the need to assess their implications for children's services in Ku-ring-gai. These include the Childcare and Early Childhood Learning Draft Report prepared by the Productivity Commission. In addition the scope of the study has been expanded to include before and after school care services which has been identified as a high needs area by schools and children service providers in Ku-ring-gai. Work completed to date includes: updating service information, fee comparisons, utilisation levels, operational hours, waiting lists, range of services offered etc.</p> <p><b>Reason</b></p> <p>This project has been delayed to allow consideration of three national reviews into child care which have been recently released.</p> <p><b>Remedial Action</b></p> <p>The Children's Services Needs Study is deferred pending the finalisation and receipt of policy reports from state and federal agencies. The task will be included in Council's 2015/16 Operational Plan.</p>
C1.1.1.2.4	<p>Deliver quality children services to meet the needs of local families, including immunisation, vacation care, long day care and family day care.</p> <p><b>Responsible Officer:</b> <i>Manager Community Development</i></p>	 50%	<p>All children's services experienced high levels of utilisation, currently at 94%. Demand remains high specifically for children aged 0-2 years and for school holiday vacation care places in all our centres.</p>
C1.1.1.2.5	<p>Library programs are implemented including author talks, technology awareness, school holiday programs and storytime.</p> <p><b>Responsible Officer:</b> <i>Manager Library and Cultural Services</i></p>	 50%	<p>During the period another 49 activities delivered to the community. Over 2,724 people attended these activities (some event numbers could not be obtained). The range of events covered the entire population with stronger emphasis on the seasonal end of year themes such as Christmas and holidays. In this period the library conducted a number of events targeted at the Higher School Certificate students. The latter part of the quarter focused on Christmas and school holiday activities.</p> <p>The Library hosted author talks from the following authors in this period: Kate Forsyth, Wendy Blaxland, Isolde Martyn, Dianne Blacklock, Ber Carroll, Lianne Moriarty, Tony Park, Dick Whitaker and Leila Chung. Over 242 people attended these talks.</p>
C1.1.1.2.6	<p>Implement priority recommendations from State Library review within available resources.</p> <p><b>Responsible Officer:</b> <i>Director Community</i></p>	 50%	<p>Radio Frequency Identification (RFID) was successfully implemented throughout the library and workflows adjusted to improve responsiveness for library users. Work room furniture and equipment were amended to facilitate more efficient working conditions. The reviews of town centres in Lindfield and Turramurra created opportunity for improved library accommodation as recommended in the review. On-going communication with Council Information Management staff continued to improve performance of wifi for both public and staff to enable education and instruction in using on-line library resources.</p>

C1.1.1.2.7	<p>Develop and deliver Art Centre programs including classes, workshops and exhibitions.</p> <p><b>Responsible Officer:</b> <i>Manager Library and Cultural Services</i></p>	 50%	<p>The Art Centre has completed all tasks for the period of 1 July to 31 December 2014.</p> <p>Enrolments were steady throughout the semester two period, with the number of students enrolled in weekend workshop classes increasing significantly from semester one enrolments.</p> <p>Throughout this period, the monthly exhibitions saw an increase of external visitor participation with solo artist, Thea Bourne contributing significantly to this. Her show brought visitors to the Centre and spurred interest from new target markets. The final show for 2014, the Sculpture and Painting Exhibition, was a great success and encouraged repeat as well as new enrolments for the new year.</p> <p>The introduction of the online booking system in this period, has changed the running of the Art Centre for all current and new students. Allowing access for patrons to book classes, workshops and holiday program courses online has created better user management and put the Centre in a position where it can monitor enrolments better and database material for a stronger patron/customer service representative relationship.</p>
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### Critical Action

Code	Description	Progress	Comments
C1.1.1.3	<p>Develop partnerships with the community and key stakeholders to deliver community programs.</p> <p><b>Responsible Officer:</b> <i>Director Community</i></p>	 50%	<p>Planning for major youth and senior festival programs progressed to schedule during the reporting period. These programs will take place in the third and fourth quarters of 2014/15. All programs and events are being planned in collaboration with community groups and key stakeholders.</p>

### Operational Plan Tasks

Code	Description	Progress	Comments
C1.1.1.3.1	<p>Implement Youth Week program and annual Seniors Festival of events in cooperation with local community groups.</p> <p><b>Responsible Officer:</b> <i>Manager Community Development</i></p>	 50%	<p>During the reporting period the following activities were undertaken:</p> <ul style="list-style-type: none"> <li>* An application for Office of Communities funding for Youth Week was submitted.</li> <li>* Planning for the Youth Week Ku-ring-gai/ Hornsby Youth Forum 2015 started with Knox Grammar being booked for Tuesday 31 March. An expression of interest has been sent calling for partner organisations and working party members.</li> <li>* Planning for Ku-ring-gai's Got Talent 2015 started with event dates and venue booked.</li> <li>* Partnership with the Rotary Club of Turramurra and St Ives were confirmed.</li> <li>* Discobility (accessible disco for young people) was been booked for Friday 17 April at St Ives Community Centre.</li> <li>* A working party for Shorefest Music Festival was established. Shorefest will</li> </ul>

			<p>be held on Saturday 4 April and is a partnership between seven northern Sydney Councils.</p> <p>* Planning for the 2015 Seniors Festival program has commenced and application forms inviting community groups to participate have been received from 16 organisations. Council is proposing to coordinate 38 events in collaboration with community organisations to celebrate the Seniors Festival in March 2015. Calls for nominations for the 2015 Seniors Mayoral Awards have been promoted widely throughout the Ku-ring-gai community and in the press.</p>
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**Critical Action**

Code	Description	Progress	Comments
C1.1.1.4	<p>Identify funding gaps for program delivery and resource requirements.</p> <p><i>Responsible Officer: Director Community</i></p>	 100%	<p>The Ku-ring-gai Community Grants Program was completed and over \$94,000 was allocated to 48 local community groups. In addition Council continues to advocate to State and Federal government agencies for other identified local funding needs.</p>

**Operational Plan Tasks**

Code	Description	Progress	Comments
C1.1.1.4.1	<p>Resource and support local initiatives and organisations through the Ku-ring-gai Community Grants program.</p> <p><i>Responsible Officer: Director Community</i></p>	 100%	<p>The Ku-ring-gai Community Grants Program was completed and over \$94,000 was allocated to 48 local community groups.</p>

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

**Critical Action**

Code	Description	Progress	Comments
C1.1.2.1	<p>Develop and implement programs that respond to community needs and address a range of accessibility issues and alleviate social isolation.</p> <p><i>Responsible Officer: Director Community</i></p>	 50%	<p>A range of initiatives were pursued during the reporting period to address accessibility issues and social isolation. This included the completion of a draft Access and Disability Inclusion Plan, currently on public exhibition with community consultations planned for February and March 2015.</p> <p>A research grant application was also made to investigate policy development and planning for affordable accessible homes across the Northern Sydney region in various partners.</p> <p>Council also successfully applied for a \$6,000 Fundability Grant to provide an exercise support service for children with a disability at the Ku-ring-gai Aquatic and Fitness Centre.</p>

## Operational Plan Tasks

Code	Description	Progress	Comments
C1.1.2.1.1	<p>Implement priority recommendations from Access Policy and Disability Discrimination Act Action Plan.</p> <p><b>Responsible Officer:</b> <i>Manager Community Development</i></p>	 50%	<p>The following initiatives were completed or progressed during this reporting period:</p> <ul style="list-style-type: none"> <li>* A draft Access and Disability Inclusion Plan was completed and placed on public exhibition. Community consultation is planned for February and March 2015.</li> <li>* A submission was made to the Department of Social Services for a research grant. The research will explore the role of local government in policy development and planning for affordable accessible homes across the Northern Sydney region. Consortium arrangements negotiated with the NSW Department of Family and Community Services, Macquarie University, NSROC and SHOROC.</li> <li>* A successful application was made for a Fundability to grant to engage an exercise physiotherapist to provide a support service for children with a disability to access mainstream leisure facilities at the Ku-ring-gai Aquatic and Fitness Centre. \$6,000 was made available to commence a pilot project.</li> <li>* Opportunities were researched to develop a town centre access App for Ku-ring-gai centres based on the accessible Sydney App. Various funding options and grant opportunities are being considered in cooperation with peak disability service providers.</li> <li>* An International Day of People with a Disability celebration was held in partnership with the St Andrews Uniting Church and 5 local schools. The event was attended by over 130 people.</li> </ul>
C1.1.2.1.2	<p>Deliver Home Library Service and Library bus service.</p> <p><b>Responsible Officer:</b> <i>Manager Library and Cultural Services</i></p>	 50%	<p>The Home Library Service is consistently at capacity with a number of residents needing the service. Our residents were delivered a variety of library resources by staff and also given extra items over the Christmas period. This helped to alleviate the isolation many feel due to being confined to their homes.</p> <p>The library now has three qualified drivers for the Librarius.</p>

**Term Achievement:** Our community facilities are accessible and function as cultural hubs to attract a range of users.

**Critical Action**

Code	Description	Progress	Comments
C1.1.3.1	Continue to enhance our community facilities.  <i>Responsible Officer: Director Community</i>	 75%	A number of projects were completed in the reporting period including the opening of the Ku-ring-gai Fitness and Aquatic Centre, as a community recreation and aquatics hub, on Saturday 25 October 2014 with an official opening day was held on Saturday 8 November. Over the months of November and December, total attendances have been strong with 24,799 and 22,908 per month or 827 and 739 per day respectively. By December, key program numbers reached above forecast figures with over 1,000 members, 172 family memberships and 822 Learn-to-Swim enrolments.  Other improvements to our older Community building assets have been arranged with our Community groups.

**Key Achievements**

Opening the new Ku-ring-gai Fitness and Aquatic Centre.  
 The Radio Frequency Identification system was implemented to better manage loans.  
 Completed capital improvements at Community buildings including a new roof for Action for People with a Disability at St Ives and St Ives Occasional Care.  
 Air conditioning installed at Hornsby/ Ku-ring-gai Community College works by Council - funded by a Community Partnership grant to the College.

**Operational Plan Tasks**

Code	Description	Progress	Comments
C1.1.3.1.1	Implement Radio Frequency Identification throughout the Library system.  <i>Responsible Officer: Manager Library and Cultural Services</i>	 100%	This project has been completed with Radio Frequency Identification (RFID) successfully implemented throughout the library system.
C1.1.3.1.2	Complete Marian Street Theatre refurbishment.  <i>Responsible Officer: Manager Community &amp; Recreation Services</i>	 50%	The proposed renovations are awaiting further public consultation regarding the demand for theatre performances. The consultation will help to determine community priorities for a theatre in Ku-ring-gai.
C1.1.3.1.3	Complete fitout and organise opening for the Ku-ring-gai Fitness and Aquatic Centre with the YMCA.  <i>Responsible Officer: Manager Community &amp; Recreation Services</i>	 100%	On Saturday 25 October 2014, Council and YMCA officially opened the Ku-ring-gai Fitness and Aquatic Centre (KFAC).  The Stage 2 Fit out of the gym, cafe and child minding room were completed in addition to the base build, fencing, paving, landscaping and car parking surrounding the centre.  All major purchases completed last quarter were successfully delivered and installed. This included signage (internal and external of the centre), lockers to



			<p>both the gym and pool deck, green wall, security gates (reception and gym), audio visual and sound systems, Foxtel, synthetic grassed area for personal training, cafe equipment, cafe furniture, gym flooring, gym equipment, child minding equipment and a Speedo display.</p> <p>Prior to opening, Council and the YMCA coordinated all additional orders which included, office furniture and equipment, IT equipment, additional child minding equipment, Speedo apparel, pool equipment (pool cleaners, lane ropes, inflatable etc), First Aid equipment and additional cafe equipment such as a coffee machine, microwave and toaster.</p> <p>Council and the YMCA also worked with the Ku-ring-gai Swim Club to complete the fit out of the new club room within the centre.</p> <p>The official opening was organised on Saturday 8 November 2014. Council and the the YMCA coordinated efforts to host a successful opening. In attendance were the Mayor, Councillors, Council and YMCA staff, personnel involved in the delivery of the centre, KFAC members, Ku-ring-gai Swimming Club and the community.</p>
C1.1.3.1.4	<p>Co-ordinate programming with YMCA to ensure a range of services and programs are provided for identified target groups.</p> <p><b>Responsible Officer:</b> <i>Manager Community &amp; Recreation Services</i></p>	 50%	<p>Since opening, the KFAC has provided a broad range of programs to members and casuals such as:</p> <ul style="list-style-type: none"> <li>* Small group training classes - cross circuit, X-lab circuit, boxfit, upper and lower body blitz, teen gym and 3X3.</li> <li>* Group fitness classes - body pump, body combat, power box, pilates, yoga and Pryme life.</li> <li>*Aqua classes - aqua aerobics and pryme aqua.</li> </ul> <p>KFAC offers a broad range of swimming lessons as well as squad training for junior swimfit, bronze, silver and gold.</p> <p>KFAC has also received a healthy response to the child minding centre and the cafe which offers members and non-members tea/coffee and healthy food and beverage options.</p> <p>The timetable for the above is continuing to evolve as the centre engages more members and interest to particular classes. Currently, there are classes on every day ranging from 6.05am - 7.00pm and appeal to all demographics from the very young (swimming lessons and Teen Gym) to the older participants (Pryme Aqua and Pryme Active).</p>

### Critical Action

Code	Description	Progress	Comments
C1.1.3.2	Investigate opportunities for a local multipurpose cultural facility.  <i>Responsible Officer: Director Community</i>	 50%	After further budget work consultants are being sought to develop a concept design for the Cultural and Environmental Education Centre at the Wildflower Garden.

### Key Achievements

St Ives Precinct Plan of Management has been placed on exhibition.

### Operational Plan Tasks

Code	Description	Progress	Comments
C1.1.3.2.1	Undertake a Feasibility Study and identify funding sources to progress the Wildflower Garden Cultural and Environmental Centre project.  <i>Responsible Officer: Manager Environment &amp; Sustainability</i>	 50%	A consultancy brief has been issued to a number of suitable candidates for the development of a costed concept design for the Cultural and Environmental Education Centre at the Wildflower Garden. Submissions are due in January 2015.

**Issue:** Cultural diversity and creativity.

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

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

### Critical Action

Code	Description	Progress	Comments
C2.1.1.1	Opportunities are identified, provided and promoted for the community to share cultural experiences.  <i>Responsible Officer: Director Community</i>	 50%	Planning for 2015 Lunar New Year Celebration, International Women's Day and Harmony Day for 2015 has commenced in partnership with a number of community organisations.  The library has received positive feedback from members of the community in response to the building and strengthening of the Chinese language collections throughout the library.  The reporting period saw activities supporting Children's Book Week, HSC study and exam preparation, and Christmas and other holiday celebrations encourage participation from younger community members. Demand for local studies material continues as people's interest in their local area continues to grow.



			<p>Author encounters at all branches are keenly anticipated as readers enjoy the opportunity to talk to the authors discussing works they have enjoyed and to share their thoughts and questions.</p> <p>Sessions showing library users how to access the growing range of electronic resources (magazines, books, music and films) available from the library have been enthusiastically embraced, particularly by older members of the community.</p>
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### Operational Plan Tasks

Code	Description	Progress	Comments
C2.1.1.1.1	<p>Promote and support a range of cultural and national significant events through Council e.g. Reconciliation Week, International Women's Day, Refugee Week, Harmony Day.</p> <p><b>Responsible Officer:</b> Director Community</p>	 50%	<p>The planning for the 2015 Lunar New Year Celebration, International Women's Day and Harmony Day for 2015 has commenced.</p>
C2.1.1.1.2	<p>Provide free access to a range of information and lending services including Local Studies.</p> <p><b>Responsible Officer:</b> Manager Library and Cultural Services</p>	 50%	<p>The reporting period has been very busy with HSC students being a large part of our service delivery at this time of year. A 'lock-in' was held for 133 students in October and feedback was excellent in terms of resources, space and staff help. Another is being planned for the same time next year.</p> <p>Holiday activities are under way for children and parents alike, staff have mounted seasonal displays for the residents reading pleasure and the Ku-ring-gai Library borrowers are becoming experts in the issuing of loans on our new automated self check systems. Due to the retirement of our Local Studies Librarian in November, other qualified library staff have been manning the busy and popular desk in Gordon Library and answering the many requests for house histories, local histories and various historical photograph requests on a daily basis. Using grant funding, new specialised shelving is being installed in the stack area for the housing of the library's local studies, art collection and archives.</p>

### Critical Action

Code	Description	Progress	Comments
C2.1.1.2	<p>A program of cultural events is developed to celebrate our diversity.</p> <p><b>Responsible Officer:</b> Director Community</p>	 50%	<p>A comprehensive program of cultural events was implemented during the period to celebrate diversity. This particularly included Remembrance Day activities, Twilight concerts, the Medieval Faire and Harmony Day, which were very well attended.</p>

## Operational Plan Tasks

Code	Description	Progress	Comments
C2.1.1.2.1	<p>Develop and deliver a series of signature events at the St Ives Showground and Wildflower Garden.</p> <p><b>Responsible Officer:</b> <i>Manager Community &amp; Recreation Services</i></p>	 50%	<p>A series of major events have been developed and planning is under way to present these in 2014/15 following the successful initial Medieval Faire which attracted 12,000 visitors over the two days.</p> <p>The events in planning currently include the Ku-ring-gai Big Swing Music Festival, the St Ives Medieval Faire 2015 and a new Tea and Coffee Expo. There is also a revamped Wildflower Garden Festival and the Ku-ring-gai Kids Festival later in 2015.</p> <p>The precinct is already attracting interest from other providers including a major horse event, and outdoor living expo and running events.</p>
C2.1.1.2.2	<p>Promote cultural events to whole community via Council's communication methods e.g. social media and website.</p> <p><b>Responsible Officer:</b> <i>Manager Corporate Communications</i></p>	 50%	<p>During the reporting period the following communication methods were used to promote events.</p> <p><b>Council's website:</b></p> <p>There was promotion of Council and community events through the major events section, the homepage and What's On calendar on the website during the period. Improvements were also made to the What's On website template including making it easier to select images and an auto archive function to manage expired content was introduced.</p> <p><b>Social media:</b></p> <p>During the reporting period promotion of upcoming Council events though Facebook (posted up to twice a day), twitter (multiple times per day) and instagram took place. During this period, Council partnered with NewsXtend to help boost ten facebook posts a month, which was successful in increasing reach and engagement. This was used to promote key campaigns such as the Twilight concert, St Ives Medieval Faire and Wildflower and Garden Festival.</p> <p><b>Facebook:</b></p> <p>Social media usage continues to grow and is a dominant communication channel. Facebook statistics are as follows:</p> <ul style="list-style-type: none"> <li>* Over the six months facebook likes increased to 5,689 (+24%).</li> <li>* 38,000 engaged facebook users.</li> <li>* 4,000 facebook clicks to website.</li> <li>* An average 2.46% click through rate.</li> </ul> <p>Council's Twitter following grew to 1,489.</p> <p><b>Instagram:</b></p> <p>Instagram, a photo sharing social platform, was also launched in June 2014. During the period followers grew to 191.</p> <p><b>E-newsletters:</b></p> <p>Council sent out its monthly e-newsletter to the community promoting upcoming events and added the sign up option to all event forms on our</p>



			<p>website and surveys which has led to an increase in subscribers.</p> <p>Over the six months there was an increase in Ku-ring-gai E-news subscribers to 7,594 (+9.3%).</p> <p><b>Digital:</b></p> <p>Council partnered with NewXtend which offered targeted mobile, desktop display advertisements across the NewsCorp network of websites and other top tier websites (as well as Facebook). Month long campaigns were adopted to promote St Ives Medieval Faire and the opening of Ku-ring-gai Fitness and Aquatic Centre. Key digital statistics over the six months were:</p> <ul style="list-style-type: none"> <li>* 1 million + display impressions across participating website</li> <li>* 2,327 + display clicks</li> </ul> <p>An average click through rate of 0.02% (average government click through rate 0.01%).</p>
C2.1.1.2.3	<p>Promote opportunities for cultural groups to stage events consistent with Council's Sponsorship policy.</p> <p><b>Responsible Officer:</b> Director Community</p>	 <p>50%</p>	<p>Council has approved a number of sponsorship recipients for this year, providing funding for these groups to stage events. The recipients are Carols in the Park, Ku-ring-gai Art Society, Ku-ring-gai Chase fun run and community event, The Welcome Basket, St Ives Food and Wine Festival, UN International Day of Peace, Turramurra Bowling Club and the Ku-ring-gai Philharmonic Orchestra.</p> <p>There is also an additional amount in the budget for other requests that may come to Council next year.</p>

**Issue:** Community participation.

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

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

**Critical Action**

Code	Description	Progress	Comments
C3.1.1.1	<p>Enhance opportunities for social interaction to foster participation and encourage a sense of pride in the community.</p> <p><b>Responsible Officer:</b> Director Community</p>	 <p>50%</p>	<p>Council continued to roll out a comprehensive and highly regarded event calendar and community programs focussed on increasing social interaction and participation. Highlights included the successful environmental education programs, art centre exhibitions, concerts, Wildflower Garden and Visitor Centre programs, the Medieval Faire and Mayor's Christmas volunteers function.</p>

## Operational Plan Tasks

Code	Description	Progress	Comments
C3.1.1.1.1	Deliver programs for residents e.g. Citizenship ceremonies, Welcome Basket Morning Tea, Australia Day, Festival on the Green, Music in the Park.  <i>Responsible Officer: Manager Corporate Communications</i>	 50%	Citizenship ceremonies were held in October, November and December 2014. A Twilight concert was held in October with increased audience numbers. The Wairoonga Food and Wine Festival was also held in October which is supported by Council.
C3.1.1.1.2	Promote and deliver a program of civic awards including Australia Day Awards, Community competitions and Mayoral awards.  <i>Responsible Officer: Director Community</i>	 50%	Awards and competitions held during the period included: * A Mayoral volunteer function was held in December 2014. * A community photo competition with over 100% increase in entries. Organisation for the Australia Day Awards was completed for presentation on Australia Day, in 2015.

## Critical Action

Code	Description	Progress	Comments
C3.1.1.2	Facilitate and promote community safety and social initiatives.  <i>Responsible Officer: Director Community</i>	 50%	A range of community safety and social initiatives were progressed during the reporting period in collaboration with local police and community groups.

## Operational Plan Tasks

Code	Description	Progress	Comments
C3.1.1.2.1	Resource and support local community safety initiatives e.g. Eyewatch, Neighbourhood Watch, safety expo's and seminars etc.  <i>Responsible Officer: Director Community</i>	 50%	Work has commenced on preparing a "How to Report Crime Flyer" in cooperation with Eyewatch, Neighbourhood Watch, Ku-ring-gai Police Local Area Command and local Rotary Clubs. Council facilitated involvement of the St Ives Rotary Club to commence a Graffiti Removal Project and supported graffiti removal day initiative in St Ives. Council attended two Ku-ring-gai Local Area Command Police Community Safety Precinct Committee meetings during this period.

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

**Critical Action**

Code	Description	Progress	Comments
C3.1.2.1	<p>Volunteer programs are developed and implemented across the local government area.</p> <p><b>Responsible Officer:</b> Director Community</p>	 <p>67%</p>	<p>Ku-ring-gai/ Hornsby Volunteer Service facilitated new opportunities for community volunteering by running a series of Volunteer Question and Answer sessions in Ku-ring-gai libraries.</p> <p>The Bushcare, Streetcare and Parkcare volunteer programs continued to be well attended and successfully run.</p>

**Operational Plan Tasks**

Code	Description	Progress	Comments
C3.1.2.1.1	<p>Facilitate new opportunities for volunteering by the community to achieve community goals.</p> <p><b>Responsible Officer:</b> Manager Community Development</p>	 <p>50%</p>	<p>The Ku-ring-gai/ Hornsby Volunteer Service facilitated new opportunities for community volunteering by running a series of Volunteer Question and Answer sessions in Ku-ring-gai libraries. Three in Gordon and one in Turramurra resulted in 24 referrals to community volunteer organisations. An ongoing banner promotion continued throughout Ku-ring-gai as well as a promotional stall at the Gordon Centre.</p> <p>During July to December 2014 there were 50 referrals to Home and Community Care services from 85 enquiries.</p>
C3.1.2.1.2	<p>Provide resources and support funding through grants programs.</p> <p><b>Responsible Officer:</b> Director Community</p>	 <p>100%</p>	<p>The Ku-ring-gai Community Grants Program was completed and over \$94,000 was allocated to 48 local community groups along with contributions to other groups as per council resolutions.</p>
C3.1.2.1.3	<p>Implement Bushcare and Streetcare programs.</p> <p><b>Responsible Officer:</b> Manager Environment &amp; Sustainability</p>	 <p>50%</p>	<p>Bushcare, Streetcare and Parkcare ran nine events with 226 attendees between July and December. The two most popular were Snakes and Reptiles of Sydney which had 45 attendees and the end of year Christmas lunch with 85 attendees. The number of Bushcare, Streetcare and Parkcare sites are relatively stable, with 178 active sites operating in Ku-ring-gai.</p>

## Critical Action

Code	Description	Progress	Comments
C3.1.2.2	Volunteers are supported through training and participation.  <i>Responsible Officer: Director Community</i>	 62%	During the reporting period volunteers were supported through the delivery of comprehensive training for HACC volunteers and the review of supporting guides for internal management processes.

## Operational Plan Tasks

Code	Description	Progress	Comments
C3.1.2.2.1	Develop Council wide volunteer management processes.  <i>Responsible Officer: Manager Human Resources and Risk</i>	 75%	A volunteer management process has already been established and is on Council's intranet (Kasey). A Manager's guide to volunteers is available and links to other relevant information are provided.  This process and supporting documentation is currently under review and due for completion by 30 June 2015.
C3.1.2.2.2	Provide training and support for volunteers and volunteer organisations.  <i>Responsible Officer: Manager Community Development</i>	 50%	Training for HACC volunteers was a major focus during this period with multiple training sessions covering the topics of dementia awareness, boundaries, self-determination for living independently, manual handling and Work, Health and Safety. Over 78 volunteers attended the training sessions with a 96% satisfaction rating.  The Ku-ring-gai/ Hornsby Volunteer Service organised the 2014 Regional HACC Volunteer Coordinators Forum which was attended by 21 service coordinators from Ku-ring-gai.

## Critical Action

Code	Description	Progress	Comments
C3.1.2.3	Volunteers are recognised for their contribution to the local community.  <i>Responsible Officer: Director Community</i>	 50%	The Ku-ring-gai/ Hornsby Volunteer Service collaborated with NSW Centre for Volunteering to present the 2014 Volunteer of the Year Awards for the Northern Sydney region.  The Ku-ring-gai/ Hornsby Volunteer Service also organised a local thank you morning tea to recognise the contribution that volunteers make to the community.

## Operational Plan Tasks

Code	Description	Progress	Comments
C3.1.2.3.1	<p>Volunteers are recognised and rewarded for their efforts.</p> <p><b>Responsible Officer:</b> <i>Manager Community Development</i></p>	 50%	<p>The Ku-ring-gai Hornsby Volunteer Service (KHVS) collaborated with NSW Centre for Volunteering to present the 2014 Volunteer of the Year Awards ceremonies for the Northern Sydney. The event was attended by over 300 community volunteers with all HACC volunteers in Ku-ring-gai receiving diaries, pens and calendars. Pens were also given to volunteers at training sessions and other events to acknowledge their contribution to our community.</p> <p>The Ku-ring-gai Hornsby Volunteer Service organised a thank you morning tea to recognise the contribution that volunteers make to the community which was attended by over 100 people.</p>

**Issue:** Health lifestyles.

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

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

## Critical Action

Code	Description	Progress	Comments
C4.1.1.1	<p>Programs are delivered in collaboration with agencies and partners to encourage healthy and active lifestyles.</p> <p><b>Responsible Officer:</b> <i>Director Community</i></p>	 37%	<p>Council's work on programs with local sporting associations has continued with the highlight being the opening of the Ku-ring-gai Fitness and Aquatic Centre that offers a wide range of aquatic and gym programs including aqua aerobics. The Active Ku-ring-gai Program expanded in 2014 to include walking groups in partnership with the Heart Foundation.</p> <p>In our organised sport areas junior cricket continues to have strong demand in the municipality and Sydney Oztag have expanded from one night per week to two. Council has also been worked with the National Rugby League Development squad for a team in the area. Limited staff resources has delayed the review of the Unstructured Recreational Strategy.</p> <p><b>Reason</b></p> <p>Some delays due to a staff vacancy.</p> <p><b>Remedial Action</b></p> <p>A revised Unstructured Recreational Strategy (draft) will be developed over the next six months. Negotiations are continuing with sporting clubs.</p>

## Operational Plan Tasks

Code	Description	Progress	Comments
C4.1.1.1.1	<p>Develop and deliver Active Ku-ring-gai programs to support the community to lead healthy lifestyles.</p> <p><b>Responsible Officer:</b> <i>Manager Community &amp; Recreation Services</i></p>	 50%	<p>The final term of 2014 received a strong response increasing class numbers from Term 3 (pilates, gym without walls, yoga, tai chi and walking) and higher when compared to Term 4 2013. Active Ku-ring-gai also achieved the best Term 4 attendance numbers in four years.</p> <p>We received 100% capacity in Yoga (Wednesday 6:30pm), Pilates (Monday/Wednesday), Gym Without Walls (Tuesday), Tai-Chi (Wednesday) Social Tennis (Tuesday) and Junior Golf (Tuesday) in 2014.</p> <p>Active Ku-ring-gai achieved 815 registrations in 2014 and 100% satisfaction rate in the end of year survey.</p> <p>Main focuses for 2015 will be to introduce more programs for Ku-ring-gai's aging population, particularly at Ku-ring-gai Fitness and Aquatic Centre (Heartmoves, Pryme Movers). Also further develop tennis in Ku-ring-gai with 72 courts at over 20 locations (Cardio Tennis, Hot Shots and further community activities to utilise more courts). The St Ives Precinct is also another opportunity to develop school holiday programs.</p>
C4.1.1.1.2	<p>Develop and implement sports programs in co-operation with local sporting clubs and providers.</p> <p><b>Responsible Officer:</b> <i>Manager Community &amp; Recreation Services</i></p>	 50%	<p>The fourth quarter opened the season for all summer clubs, associations and schools.</p> <p>Junior cricket continues to have strong demand in the municipality and Sydney Oztag have expanded from one night per week to two.</p> <p>Ku-ring-gai Stealers Baseball Club were delighted to return to Golden Jubilee Oval (front and back) after both fields received a major upgrade. Floodlights have been installed and a power upgrade was scheduled to be completed in November, however, this has been postponed to early 2015.</p> <p>Council has been working with the National Rugby League Development team to reintroduce a junior rugby league club within Ku-ring-gai. Two 'come and try' days were organised in December generating interest from local kids, parents and businesses. The vision is to establish the Ku-ring-gai Cubs for 2015 winter season.</p>
C4.1.1.1.3	<p>Review Unstructured Recreational Strategy and implement priority actions.</p> <p><b>Responsible Officer:</b> <i>Manager Environment &amp; Sustainability</i></p>	 10%	<p>During the reporting period a new Natural Areas Officer was appointed and project initiation undertaken to determine the focus areas for investigation and to assign staff and resources to the project. The development of a Project Management Plan has defined the project's tasks and milestones, and planned start and completion dates.</p> <p><b>Reason</b></p> <p>The delivery of the task was delayed due to a staff vacancy.</p>



			<p><b>Remedial Action</b></p> <p>The development of a Project Management Plan has defined the project's tasks and milestones, and planned start and completion dates. A revised Unstructured Recreational Strategy (draft) will be developed over the next six months.</p>
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**Term Achievement:** New and enhanced open space and recreational facilities have been delivered to increase community use and enjoyment.

**Critical Action**

Code	Description	Progress	Comments
C4.1.2.1	<p>Continue to deliver the objectives of Council's Open Space Strategy and Open Space Acquisition Strategy.</p> <p><b>Responsible Officer:</b> Director Strategy &amp; Environment</p>	 <p>40%</p>	<p>During the reporting period work has been undertaken to assess prime locations for new parks within the Lindfield Community Hub and Turrumurra Community Hub for inclusion into the master plans. The acquisition of a property in Woodford Lane Lindfield has provided Council with the final property required to progress the Lindfield Community Hub project. Consultants are currently preparing concept designs for Lindfield Village Green. These are due for completion in late February 2015 and will then be placed on public exhibition, whilst design consultants have been engaged to prepare concept designs for the Lindfield Community Hub.</p> <p>In the Turrumurra local centre design consultants have produced options for the area of land between Ray Street and William Street, which include proposals for new parkland and a civic space.</p> <p>The concept plan for Carcoola Park is on public exhibition until 2 February 2015, and design documentation will be completed for the tendering of the construction of Cameron Park in early 2015.</p> <p><b>Reason</b></p> <p>The preparation of a master plan for a regional park and recreation area at Gordon Golf Course is part of a larger community consultation program still in progress. In October 2014 Council began engaging the community on their support and opinions for the new regional park and recreation area at the site. A series of workshops were hosted and promoted to over 33,000 households with 120 people attending. An online forum was also established to allow our community to make comment, ask questions and learn more about the project. Over 1,500 residents have accessed the forum and participated in these conversations which attracted a range of community members including residents, golfers, community leaders and sporting representatives.</p>



			<p><b>Remedial Action</b></p> <p>Progressing the future planning for Gordon Golf Club site as a regional park and recreational area will commence following completion of the pre-masterplan consultation process. Results of the community consultation will be reported to Council for further consideration.</p>
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**Challenges**

Progressing the future planning for Gordon Golf Club site as a regional park and recreational area.

**Operational Plan Tasks**

Code	Description	Progress	Comments
C4.1.2.1.1	<p>Undertake acquisitions for new parks.</p> <p><b>Responsible Officer:</b> <i>Manager Integrated Planning Property &amp; Assets</i></p>	 <p>50%</p>	<p>The acquisition of a property in Woodford Lane Lindfield has provided Council with the final property required to progress the Lindfield Community Hub project. In December Council resolved to acquire a property in Gordon Town Centre and this will be progressed in 2015.</p>
C4.1.2.1.2	<p>Undertake assessment and identify locations for new parks.</p> <p><b>Responsible Officer:</b> <i>Manager Urban Planning</i></p>	 <p>50%</p>	<p>This task is progressing to schedule. During the period work has been undertaken to assess locations for new parks as part of Lindfield Community Hub and Turrumurra Community Hub masterplans. Options are to be placed on public exhibition in early 2015.</p>
C4.1.2.1.3	<p>Complete the design for identified parks and include design principles which facilitate passive recreation activities.</p> <p><b>Responsible Officer:</b> <i>Manager Urban Planning</i></p>	 <p>50%</p>	<p>This task is progressing to schedule. In Lindfield local centre consultants are currently preparing concept designs for the Lindfield Village Green. The concepts are due for completion in late February 2015 and will be placed on public exhibition in March/April 2015. Also for Lindfield, design consultants have been engaged to prepare concept designs for the Lindfield Community Hub, which will include a new park and town square. The concepts will be placed on public exhibition in March/April 2015. For Turrumurra local centre design consultants have produced options for the area of land between Ray Street and William Street. The options include proposals for new parkland and a civic space, these will be exhibited in May/June 2015.</p>
C4.1.2.1.4	<p>Construct parks at identified locations and include design principles which facilitate passive recreation activities.</p> <p><b>Responsible Officer:</b> <i>Manager Open Space Projects</i></p>	 <p>50%</p>	<p>The concept plan for Carcoola Park is on public exhibition until 2 February 2015. Design documentation will be completed for the tendering of the construction of Cameron Park in early 2015.</p> <p>The demolition of the Bent Street Lindfield properties, St Ives Village Green buildings and the new road between Dumaresq and McIntyre Streets Gordon are all completed with the tender for the new road between Dumaresq and McIntyre Streets Gordon scheduled to be advertised in early 2015.</p>

C4.1.2.1.5	<p>Commence preparation of a master plan for a regional park and recreation space at Gordon Golf Course.</p> <p><b>Responsible Officer:</b> <i>Manager Strategic Projects</i></p>	 0%	<p>This task will commence following completion of the pre-masterplan consultation process and subsequent Council Report and resolution.</p> <p><b>Reason</b></p> <p>This task cannot commence until completion of the pre-masterplan consultation process and Council resolution.</p> <p><b>Remedial Action</b></p> <p>Commence task following completion of the pre-masterplan consultation process, subject to a Council report which is being prepared by Council's Communications Team.</p>
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**Issue:** Community health and safety.

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

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

**Critical Action**

Code	Description	Progress	Comments
C5.1.1.1	<p>Implement accessibility improvement actions from the Pedestrian Access and Mobility Plan Policy (PAMP) and Crime Prevention Through Environmental Design (CPTED) principles.</p> <p><b>Responsible Officer:</b> <i>Director Strategy &amp; Environment</i></p>	 38%	<p>A draft PAMP policy has been prepared by external consultants. Provisions in the policy have been tested on active Council projects, including the Gordon Bus Rail Interchange, Lindfield Community Hub and Turramurra Local Centre improvement planning. The results of the testing and the draft policy are presently being reviewed by Council officers prior to the policy being exhibited for public comment.</p> <p>Whilst delays have been experienced in the completion of the formal policy, the principles of PAMP and CPTED are being considered in all Council projects and designs.</p> <p><b>Reason</b></p> <p>Further progress on this task has been limited due to available resources being allocated to other priorities.</p> <p><b>Remedial Action</b></p> <p>It is anticipated that the draft Policy will be finalised for exhibition in the third and fourth quarters of 2014/15.</p>

## Operational Plan Tasks

Code	Description	Progress	Comments
C5.1.1.1.1	Develop Crime Prevention Through Environmental Design (CPTED) Policy in consultation with internal and external stakeholders and the community.  <i>Responsible Officer: Manager Strategic Projects</i>	 25%	CPTED principles have been tested through active Council projects, including the B2 subdivision, design of the Aquatic and Recreation Centre and design of local parks. This will inform the development of a formal CPTED policy. <b>Reason</b> Further progress on this task has been limited due to available resources being allocated to other priorities. <b>Remedial Action</b> Development of the Policy to be progressed during the third and fourth quarters of 2014/15.
C5.1.1.1.2	Implement recommendations of Crime Prevention Through Environmental Design (CPTED) Policy at priority locations.  <i>Responsible Officer: Manager Strategic Projects</i>	 50%	Although a formal policy is yet to be finalised, the guiding principles are incorporated into all designs and environmental assessments.

## Critical Action

Code	Description	Progress	Comments
C5.1.1.2	Implement programs to manage risks and impacts on public health and safety  <i>Responsible Officer: Director Development &amp; Regulation</i>	 50%	A continued consistent approach by all Environmental Health Officers in their routine inspections and actioning of complaints in relation to food outlets in the Ku-ring-gai local government area ensures a high level of hygiene and food quality provided by the food handlers and outlets and minimises any risk to shop patrons.

## Operational Plan Tasks

Code	Description	Progress	Comments
C5.1.1.2.1	Implement Council's adopted Companion Animals Management Plan 2011-2016.  <i>Responsible Officer: Manager Compliance &amp; Regulation</i>	 50%	Set outcomes have been met in relation to Ku-ring-gai Council's adopted Companion Animals Management Plan 2011-2016. The overall registration rate of companion animals in Ku-ring-gai is at its highest recorded figure of 96.91% (Dogs 97.50% and Cats 95.31%). The increasing registration rates can be contributed to the ongoing unregistered animal audits and the education program which encourages owners to register their pets and continually update their details.

C5.1.1.2.2	<p>Ensure all public buildings and multi-occupancy residential buildings are compliant with Council's Annual Fire Safety Program.</p> <p><b>Responsible Officer:</b> <i>Manager Compliance &amp; Regulation</i></p>	 <p>50%</p>	<p>Annual fire safety statement returns have improved with over 90% of due statements received. During this reporting period Council has received 368 application for Fire Safety certification and an existing 844 applications for review and finalisation.</p>
C5.1.1.2.3	<p>Respond promptly to breaches of environmental and construction standards and take appropriate regulatory action.</p> <p><b>Responsible Officer:</b> <i>Manager Compliance &amp; Regulation</i></p>	 <p>50%</p>	<p>During this reporting period Council has again seen an increase complaints relating to Private Certifiers and the previously outlined changes to the State Environmental Planning Policy (Exempt and Complying Codes) 2008. Council Compliance Officers have seen an increased work load to the rise in complaints. Council has received 123 complaints for non-complying building works, 62 for unauthorised building works and 10 complaints against Private Certifiers.</p>
C5.1.1.2.4	<p>Undertake mandatory inspections of swimming pools as prescribed under legislation and in accordance with Council's Swimming Pool Barrier inspection Policy.</p> <p><b>Responsible Officer:</b> <i>Manager Compliance &amp; Regulation</i></p>	 <p>50%</p>	<p>Swimming pool barrier compliance is an ongoing regulatory function based on a pro-active approach by staff when inspecting premises as part of their building certification activities, concerns raised by the public and the receipt of applications for swimming pool barriers to be inspected. During this reporting period the building team have received 78 applications to inspect swimming pool barriers, 130 re-inspections of non-complying pool barriers and 117 Certificates of Compliance have been issued.</p>
C5.1.1.2.5	<p>Implement food safety protection programs in accordance with joint NSW Food Authority &amp; Council agreement.</p> <p><b>Responsible Officer:</b> <i>Manager Compliance &amp; Regulation</i></p>	 <p>50%</p>	<p>During this reporting period Council staff conducted 163 inspection of food preparation premises within Ku-ring-gai area. Penalty notices, notice of improvements and Orders were issued as appropriate. Officers continue to work with food businesses to ensure cleanliness and upgrading of facilities so as to ensure the highest standard of food quality. Officers actively participate in NSW Food Authority programs.</p>
C5.1.1.2.6	<p>Ensure register of regulated systems and premises is updated and current.</p> <p><b>Responsible Officer:</b> <i>Manager Compliance &amp; Regulation</i></p>	 <p>50%</p>	<p>The Register of Regulated Systems continues to be maintained in accordance with the Public Health Regulations and a copy of this register has been provided to New South Wales Health.</p>
C5.1.1.2.7	<p>Implement education program associated with Council's Abandoned Shopping Trolley Policy.</p> <p><b>Responsible Officer:</b> <i>Manager Compliance &amp; Regulation</i></p>	 <p>50%</p>	<p>The adopted policy continued to be implemented and promoted by Council staff. Flyers and posters were distributed to known hot spots and Regulatory staff liaised with Centre Management and relevant shop owners. Regulatory Officers also carried out regular patrols and reported sighted trolleys to the appropriate organisation.</p>

**Issue:** Housing choice and affordability.

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

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

**Critical Action**

Code	Description	Progress	Comments
C6.1.1.1	Investigate opportunities/locations to provide a range of housing choices.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 46%	Ongoing master planning for Lindfield and Turramurra precincts and various reclassification sites include investigations for future development and the provision of a range of housing choice.  Progress has been limited during the reporting period pending the completion of a broader study that will review and analyse Council land holdings for their potential to provide alternative housing choices.

**Operational Plan Tasks**

Code	Description	Progress	Comments
C6.1.1.1.1	Undertake review of Council properties with the ability to provide alternative housing choices.  <i>Responsible Officer: Manager Urban Planning</i>	 50%	The master planning process for the Lindfield Community Hub and the Ray Street Turramurra Precinct includes an investigation of opportunities for a range of alternative housing choice to be provided on these sites.
C6.1.1.1.2	Analyse Council land holdings available for potential development.  <i>Responsible Officer: Manager Urban Planning</i>	 50%	Ongoing master planning for Lindfield and Turramurra precincts and various reclassification sites include investigations for future development and the provision of a range of housing choice.
C6.1.1.1.3	Identify locations and undertake pre-feasibility studies.  <i>Responsible Officer: Manager Urban Planning</i>	 37%	Economic feasibility studies have been completed for the Lindfield Community Hub and Ray Street, Turramurra precincts as well as the Culworth Avenue site. These will assist in the assessment of opportunities to provide a range of housing choices. Further progression of this task is dependent on the completion of a broader study that includes the review and analysis of Council land holdings for their potential to provide alternative housing choices.  <b>Reason</b>  Further advancement of this task is dependent on the completion of a broader study.



			<p><b>Remedial Action</b></p> <p>Further work on this task is planned for the third quarter.</p>
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**Term Achievement:** Diversity and supply of new housing has been investigated to provide safe and responsive housing that addresses the changing population.

**Critical Action**

Code	Description	Progress	Comments
C6.1.2.1	<p>Council investigates and explores opportunities to develop partnerships with stakeholders to provide affordable housing choices.</p> <p><i>Responsible Officer: Director Strategy &amp; Environment</i></p>	 <p>37%</p>	<p>Progress has been limited pending investigation of issues affecting the provision of affordable housing.</p> <p><b>Reason</b></p> <p>There are a number of issues affecting the provision of affordable housing in the Ku-ring-gai area. These issues are the subject of a paper to be considered by Council and which will assist in clarifying the scope and direction for the tasks and critical action.</p> <p><b>Remedial Action</b></p> <p>An affordable housing issues paper is being finalised that will help identify the appropriate course of action for Council's role in affordable housing provision</p>

**Operational Plan Tasks**

Code	Description	Progress	Comments
C6.1.2.1.1	<p>Undertake review of Council properties with the ability to identify opportunities for public/private partnerships.</p> <p><i>Responsible Officer: Manager Urban Planning</i></p>	 <p>37%</p>	<p>Economic feasibility studies have been completed for the Lindfield Community Hub and Ray Street, Turramurra precincts as well as the Culworth Avenue site. These will assist in the assessment of opportunities to provide a range of housing choices and public /private partnership opportunities.</p> <p>During the reporting period an affordable housing issues paper was prepared to assist in identifying the appropriate course of action for Council's role in affordable housing provision.</p> <p><b>Reason</b></p> <p>Progress has been limited pending investigation of issues for the provision of affordable housing and clarification of the direction for the tasks and critical action.</p> <p><b>Remedial Action</b></p> <p>Further progress will be determined following Council's consideration of the affordable housing issues paper.</p>

C6.1.2.1.2	Analyse Council land holdings available for potential partnerships.  <b>Responsible Officer:</b> Manager Urban Planning	 50%	A report was prepared recommending that Council reclassify the Lindfield Library site at 259-271 Pacific Highway, Lindfield. Council has resolved to progress reclassification and to prepare a concept design for the site. This site has considerable potential to provide affordable housing and this potential will be further investigated.  Further background work will be required to determine appropriate funding and management models for affordable housing.
C6.1.2.1.3	Identify stakeholders for potential partnerships.  <b>Responsible Officer:</b> Manager Urban Planning	 25%	During the reporting period an affordable housing issues paper was prepared to assist in identifying the appropriate course of action for Council's role in affordable housing provision. Further progress on this task will be determined following Council's consideration of the issues.  <b>Reason</b>  Progress on this task has been limited pending investigation of issues for the provision of affordable housing and clarification of the direction for the tasks and critical action.  <b>Remedial Action</b>  Further progress on this task will be determined following Council's consideration of the affordable housing issues paper.

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

### Critical Action

Code	Description	Progress	Comments
C6.1.3.1	Plans encourage enhanced adaptability to allow for ageing in place.  <b>Responsible Officer:</b> Director Strategy & Environment	 50%	A consultant has undertaken a review of adaptability provisions of the Local Centres Development Control Plan (DCP). The review of the DCP has commenced and a revised policy position on adaptability will be presented as part of the DCP amendments.  As part of the master planning for Council sites in Lindfield and Turramurra, the inclusion of best practice adaptability provisions will be pursued.

### Operational Plan Tasks

Code	Description	Progress	Comments
C6.1.3.1.1	Monitor principles of adaptability in Council's planning policies.  <b>Responsible Officer:</b> Manager Urban Planning	 50%	A consultant has undertaken a review of adaptability provisions of Local Centres Development Control Plan (DCP). The review of the DCP has commenced and a revised policy position on adaptability will be presented as part of the DCP amendments.

C6.1.3.1.2	Pursue adaptability provisions in residential development with key stakeholders.  <b>Responsible Officer:</b> Manager Urban Planning	 50%	As part of the master planning for Council sites in Lindfield and Turramurra, the inclusion of best practice adaptability provisions will be pursued.
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**Issue:** Emergency management.

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

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

**Critical Action**

Code	Description	Progress	Comments
C7.1.1.1	In conjunction with State agencies and key stakeholders develop, review and implement Emergency Management Plans.  <b>Responsible Officer:</b> Director Operations	 50%	Council has taken an active role in both the Hornsby/ Ku-ring-gai Bush Fire Management Committee and the Hornsby/ Ku-ring-gai Local Emergency Management Committee for the reporting period.  Both Committees are focussed on development of and compliance with plans and procedures specific to the local area in consultation with the community and key stakeholders.

**Key Achievements**

Commencement of 5 year Bush Fire Risk Management Plan and establishment of community consultation program for implementation of plan.  
Finalisation of a template for the Emergency Management Plan through Local Emergency Management Committee and establishment of time frames for completion.

**Operational Plan Tasks**

Code	Description	Progress	Comments
C7.1.1.1.1	Review, implement and report on the Bushfire Risk Management Plan in consultation with the Hornsby/ Ku-ring-gai Bushfire Management Committee.  <b>Responsible Officer:</b> Manager Open Space Operations	 50%	In this period, 50% of the programmed asset protection zones (APZ) have been inspected and maintained where required.  The 2014/15 Works Program which was endorsed by the Bush Fire Management Committee commenced on 1/07/2014. Three additional burns have been placed on the program this financial year to meet the requirements of the Bush Fire Risk Management Plan for 2014/15. This brings the total number of hazard reduction burns in the Ku-ring-gai local government area (across land tenure) to 23.  Two hazard reduction burns have been completed and a further three burns partially completed between July and December 2014. This total area treated by these burns is 48 hectares. 448 properties were protected through the



			<p>implementation of these works. The remaining burns were unable to be achieved due to unfavourable weather.</p> <p>Fire trail inspections and maintenance are undertaken as required. 50% of the scheduled works for 2013/14 have been completed. A total of \$298,029.10 has been approved by the NSW Rural Fire Service to fund surface, erosion and drainage works for Grevillea Lawson Trail, Lister Daly Trail, Clissold Jubilee Trail, Wallalong Canoon Link, Bradfield Trail and Wallalong Comenarra Trail. These works have not yet commenced.</p> <p>All community bushfire education events for 2014/15 have been completed. This included street meetings for:</p> <ul style="list-style-type: none"> <li>* Saiala Road, East Killara: 35 attendees</li> <li>* Gwydir Avenue, North Turramurra: 43 attendees</li> <li>* Kissing Point Oval, South Turramurra: 23 attendees</li> <li>* Marlborough Place, St Ives Chase: 24 attendees</li> </ul> <p>An additional event was held at St Ives Library supporting the NSW Rural Fire Service. All street meetings were attended by multiple agencies including Fire and Rescue NSW, Ku-ring-gai Bush Fire Brigade and Hornsby Council. Activities focussed on property preparation, protection, land management and environmental education.</p> <p>Inter-agency meetings to review the Bush Fire Risk Management Plan began in October 2014. The plan is expected to be complete for implementation in the 2015/16 financial year.</p>
C7.1.1.1.2	<p>Complete fire trail, fire break and hazard reduction maintenance programs.</p> <p><b>Responsible Officer:</b> <i>Manager Open Space Operations</i></p>	 <p>50%</p>	<p>All fire trail, fire break and hazard reduction maintenance programs are running on target as per the scheduled works.</p>
C7.1.1.1.3	<p>Review and implement Emergency Management Plan (formerly DISPLAN).</p> <p><b>Responsible Officer:</b> <i>Director Operations</i></p>	 <p>50%</p>	<p>Work continues on the development of the Emergency Management Plan (EMPLAN) in conjunction with Hornsby Council and Local Emergency Management Committee (LEMC) Members. The next meeting is scheduled for 17 February 2015.</p>

**Critical Action**

Code	Description	Progress	Comments
C7.1.1.2	<p>Develop Floodplain Risk and Storm Management Plans for local catchments.</p> <p><b>Responsible Officer:</b> <i>Director Strategy &amp; Environment</i></p>	 <p>50%</p>	<p>Through grant funding Council has conducted the Blackbutt Creek Catchment Flood Study and is currently conducting the Lovers Jump Creek Catchment Study. These flood studies will inform the development of flood risk management plans for these catchments, as per the floodplain risk management process in the NSW Floodplain Development Manual 2005.</p>



## Operational Plan Tasks

Code	Description	Progress	Comments
C7.1.1.2.1	<p>Undertake floodplain risk study in consultation with Floodplain Risk Management Committee.</p> <p><b>Responsible Officer:</b> <i>Manager Environment &amp; Sustainability</i></p>	 <p>50%</p>	<p>The final report for the Blackbutt Creek Catchment Flood Study has been completed and will be presented to Council in February 2015. The Lovers Jump Creek Catchment Flood Study is progressing as per the project timeline. Targeted recruitment is currently under way for the Flood Risk Management Committee.</p>

## Theme: Natural Environment

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

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

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

### Critical Action

Code	Description	Progress	Comments
N1.1.1.1	Expand communication mechanisms and channels to broaden community outreach and participation.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 50%	Through the monthly Sustainability E-news, What's On Calendar, Loving Living Ku-ring-gai Facebook page and Twitter accounts, Envirotube and new residents' kits, Council is broadening community outreach and increasing participation in our environmental and sustainability programs.

### Operational Plan Tasks

Code	Description	Progress	Comments
N1.1.1.1.1	Utilise a variety of communication mechanisms and channels for different target groups to deliver environmental information.  <i>Responsible Officer: Manager Environment &amp; Sustainability</i>	 50%	Subscription numbers continue to grow for Council's monthly Sustainability E-news (1,821), What's On Calendar (1,005), Envirotube broadcasts (423) and the Loving Living Ku-ring-gai Facebook page (2,067) and Twitter accounts (138), demonstrating a growing and more mainstream audience for Council's environmental and sustainability messaging and programs. Council's Envirotube channel has now had more than 158,000 unique visits. During this period, new residents' kits were distributed to 125 new residents in the local area, to introduce them to Council's sustainability activities and community programs.

**Term Achievement:** Increased community action that benefits the environment.

### Critical Action

Code	Description	Progress	Comments
N1.1.2.1	Development of environmental resources, tools and targeted education programs for a range of user groups.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 50%	Council's school education program at the Wildflower Garden attracted more than 1,250 participants over the last six months and the extent of fauna on display will soon be extended to include two new turtles, a blue tongue lizard and frogs. During the past six months, Council's Loving Living Ku-ring-gai events program attracted 761 participants. Council's Wild Things program currently has 550 members and the Bushcare, Streetcare and Parkcare



			programs currently have 726 community volunteers. Grant funding from the NSW Government has enabled the Better Business Partnership (BBP) program to enhance its Waste Saver Service for local businesses generating high volumes of food waste. Currently 118 Ku-ring-gai businesses are actively engaged in the BBP program and receiving tailored sustainability advice.
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**Operational Plan Tasks**

Code	Description	Progress	Comments
N1.1.2.1.1	<p>Develop and deliver programs, resources and education demonstration sites at the Wildflower Garden.</p> <p><b>Responsible Officer:</b> <i>Manager Community &amp; Recreation Services</i></p>	 <p>50%</p>	<p>The school educational program had over 1,250 participants during this reporting period.</p> <p>The Junior Ranger school holiday programs are increasing visitation in the 9-13 years age groups.</p> <p>A series of programs have been included in the Wildflower Garden program from Councils Strategy and Environment Department appealing to an older age group. Programs such as Keeping Chickens, Native Bees and developing compost have wider appeal for an older demograph.</p> <p>The Tick Talk, What To Grow Right Now and Native Plant Identification programs will continue to grow at the Wildflower Garden.</p>
N1.1.2.1.2	<p>Deliver environmental resources and programs for residents.</p> <p><b>Responsible Officer:</b> <i>Manager Environment &amp; Sustainability</i></p>	 <p>50%</p>	<p>During the past six months, Council's Loving Living Ku-ring-gai events program delivered a reptile rescue talk, a native plant identification talk, a National Tree Day event, a talk on Sydney's solitary bees, an urban mosquitoes talk, a Greening Australia talk, a tick information night, a native plant propagation workshop, a talk on how smart fish are, an introduction to keeping chickens workshop, a National Ride to Work day breakfast event, a growing vegetables workshop, a marine photography talk, a Kombucha workshop, a hand-made gift-making workshop, a talk on Sydney's reptiles, a talk on reducing pool energy bills, a Bushcare end-of-year lunch for volunteers and a Middle Harbour bushwalk. In total 761 people attended these events. The Environment and Sustainability team also had a presence at Council's Wildflower and Garden Festival in August. Through the Greenstyle program 21 home or garden assessments were conducted. Council's Bush Neighbours program delivered four workshops with 124 people in attendance. A total of 12 dumping/encroachment issues were reported. Of these, seven were investigated and closed, three were referred and two remain open. Dumping/encroachment educational letters were distributed to a total of 124 properties in Killara, North Turramurra and St Ives. Through Council's Compost Revolution program 20 worm farms and 40 compost bins have been purchased by Ku-ring-gai residents, while more than 500 people have engaged with the program through its online composting/worm-farming tutorials.</p> <p>Council's Wild Things program currently has 550 members. There are now 70 pool-to-pond conversions in the Council area and 130 native stingless beehives were distributed between July and December 2014. Council's Bushcare, Streetcare and Parkcare programs currently have 726 community volunteers.</p>

N1.1.2.1.3	Deliver environmental resources and programs for businesses.  <b>Responsible Officer:</b> <i>Manager Environment &amp; Sustainability</i>	 50%	Grant funding from the NSW Government (\$246,000) has enabled the BBP program to enhance its Waste Saver Service for local businesses generating high volumes of food waste. Between July and December 2014, 66 Ku-ring-gai businesses were recruited to the service and received their initial assessment, which identified 670 annual potential tonnes of waste which could be redirected from landfill. Currently 118 Ku-ring-gai businesses are actively engaged in the BBP program, with 54 new businesses being recruited between July and December 2014. Of these 35 have been appraised on their performance and issued with accreditation. Five businesses had an Energy Saver assessment completed during this period.
N1.1.2.1.4	Deliver environmental resources and programs for schools.  <b>Responsible Officer:</b> <i>Manager Community &amp; Recreation Services</i>	 50%	Research has been undertaken to extend the range of fauna on display for educational programs. This includes two new turtles, a blue tongue lizard and frogs.  1,251 school students attended the school programs at the Wildflower Garden during this reporting period.  Night walks were successful and upcoming walks are booked. The ongoing school holiday programs are being planned for the January holidays.

**Issue:** Natural areas.

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

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

**Critical Action**

Code	Description	Progress	Comments
N2.1.1.1	Implementation of Bushland Reserves Plan of Management.  <b>Responsible Officer:</b> <i>Director Operations</i>	 50%	Outcomes of the Bushland Reserves Plan of Management are being successfully implemented through the application of Council's policies, procedures and maintenance programs.

**Key Achievements**

Discovery of new species of Hibbertia and successful listing of species as critically endangered through State Government.

## Operational Plan Tasks

Code	Description	Progress	Comments
N2.1.1.1.1	Conduct a second review of the Ku-ring-gai Bushland Reserves Plan of Management and implement priority actions.  <i>Responsible Officer: Manager Environment &amp; Sustainability</i>	 50%	The document structure, as well as the objectives, management actions, roles and responsibilities contained in the Bushland Reserves Plan of Management have been reviewed by Strategy and Environment and Operations staff and updated accordingly. Resources have been allocated to enable the review to be finalised in the following two quarters.
N2.1.1.1.2	Report quarterly on completion of actions against plan relevant to Operational activities.  <i>Responsible Officer: Manager Open Space Operations</i>	 50%	Quarterly reports have been carried out as required.

## Critical Action

Code	Description	Progress	Comments
N2.1.1.2	Implementation of Biodiversity Strategy.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 50%	Some duplication in Council's environmental policies and strategies has resulted in the decision to replace the Biodiversity Strategy with a Biodiversity Policy and to integrate the management actions in the Biodiversity Strategy into other strategic documents. The Biodiversity Policy will be completed over the next two quarters

## Operational Plan Tasks

Code	Description	Progress	Comments
N2.1.1.2.1	Implement priority actions from the Biodiversity Strategy.  <i>Responsible Officer: Manager Environment &amp; Sustainability</i>	 50%	Priority actions from the Biodiversity Strategy continued to be implemented. A comprehensive review of Council's environmental policies and strategies has identified some duplication, and hence the Biodiversity Strategy will be replaced with a Biodiversity Policy and the management actions appearing in the Biodiversity Strategy will be integrated into other strategic documents.

## Critical Action

Code	Description	Progress	Comments
N2.1.1.3	<p>Bushland maintenance activities are undertaken in accordance with adopted strategies and plans to enhance flora and fauna.</p> <p><b>Responsible Officer:</b> Director Operations</p>	 <p>50%</p>	<p>Council's bushland maintenance programs are all being achieved according to adopted strategies and plans. All regeneration sites have undergone treatments that have yielded an increase in biodiversity through appropriate management actions.</p> <p>Ecological burns and pre and post fire weeding programs are demonstrating best practice approach and significant improvement to a number of sites is being noted.</p>

## Key Achievements

Discovery of new species of Hibbertia and successful listing of species as critically endangered through State Government.

## Operational Plan Tasks

Code	Description	Progress	Comments
N2.1.1.3.1	<p>Implement service level agreements to document activities for bush regeneration, noxious weeds and feral animals.</p> <p><b>Responsible Officer:</b> Manager Open Space Operations</p>	 <p>50%</p>	<p>The Bushland Reserves Plan of Management is currently being reviewed. Once finalised the review of the Biodiversity Strategy will take place.</p>
N2.1.1.3.2	<p>Monitor and report quarterly on service level agreement outputs to ensure compliance.</p> <p><b>Responsible Officer:</b> Manager Open Space Operations</p>	 <p>50%</p>	<p>Monitoring and reporting has been undertaken as required.</p>

## Critical Action

Code	Description	Progress	Comments
N2.1.1.4	<p>Integrated monitoring and evaluation framework informs investment and management priorities in our bushland.</p> <p><b>Responsible Officer:</b> Director Strategy &amp; Environment</p>	 <p>50%</p>	<p>A draft fauna monitoring program has been developed for 2014/15, focusing on fauna monitoring in post burn sites. Council has developed a bushland condition rating tool to measure the ongoing condition of the zones/ areas actively managed within Council's bushland reserves. A bushland monitoring and evaluation framework has also been developed, as part of the development of site specific management plans for our regeneration sites across the local government area (LGA), to measure the outcomes of Council's regeneration program.</p>

## Operational Plan Tasks

Code	Description	Progress	Comments
N2.1.1.4.2	Implement fauna monitoring program.  <i>Responsible Officer: Manager Environment &amp; Sustainability</i>	 50%	A draft fauna monitoring program has been developed for 2014/15 to be reviewed by the Biodiversity Management Group, focusing on fauna monitoring in post burn sites.
N2.1.1.4.3	Undertake bushland monitoring program.  <i>Responsible Officer: Manager Open Space Operations</i>	 50%	The finalisation of the bushland monitoring and evaluation process has been agreed upon and finalised. The next step is to carry out baseline data and develop a site management plan for all programmed regeneration sites.
N2.1.1.4.4	Report quarterly on achievements for all bush regeneration sites in accordance with monitoring and evaluation framework.  <i>Responsible Officer: Manager Open Space Operations</i>	 50%	Baseline data from an initial monitoring process is required along with the development of site specific management plans for all programmed sites.

**Term Achievement:** Ecological protection and understanding is integrated within land-use planning.

## Critical Action

Code	Description	Progress	Comments
N2.1.2.1	Effective guidelines, processes, training and monitoring is in place to ensure ecological protection is integrated within land-use planning.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 50%	Following the development of a number of environmental assessment templates, a draft environmental assessment procedure has been developed and will be finalised following internal staff consultation. Engineering conditions are applied to development applications to achieve Water Sensitive Urban Design (WSUD) objectives in the Local Environmental Plan (LEP) and Development Control Plans (DCPs).

## Operational Plan Tasks

Code	Description	Progress	Comments
N2.1.2.1.2	Implement and monitor guidelines and templates for environmental assessment processes.  <i>Responsible Officer: Manager Environment &amp; Sustainability</i>	 50%	Following the development of a number of assessment templates, a draft environmental assessment procedure has been developed and is awaiting comment from the Biodiversity Management Group before finalisation.
N2.1.2.1.3	Apply Development Assessment conditions that reflect Council policies and that are consistent with riparian and biodiversity provisions within the Principal LEP and DCP.  <i>Responsible Officer: Manager Development Assessment Services</i>	 50%	Engineering conditions are applied to achieve the water sensitive urban design objectives in the Local Environmental Plan and Development Control Plans.

### Critical Action

Code	Description	Progress	Comments
N2.1.2.2	Assessment and regulatory actions contribute to improved water quality through application of appropriate DA conditions, assessment of stormwater management and protection of waterways throughout the entire development process.  <i>Responsible Officer: Director Development &amp; Regulation</i>	 50%	All applications are assessed against Council's stormwater controls and appropriate conditions are applied to ensure the protection of waterways.

### Operational Plan Tasks

Code	Description	Progress	Comments
N2.1.2.2.2	Development Assessment conditions are reviewed and updated as appropriate.  <i>Responsible Officer: Manager Development Assessment Services</i>	 50%	Engineering conditions are currently in the final stages of review to incorporate the provisions of the new Development Control Plan.

**Issue:** Natural waterways.

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

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

### Critical Action

Code	Description	Progress	Comments
N3.1.1.1	Best practice research informs Council's water management programs.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 50%	Council continues to participate in research partnerships through the Sydney Harbour Water Quality Improvement Program, the Cooperative Research Centre (CRC) for Water Sensitive Cities, the Greater Sydney Local Land Services Local Government Advisory Group and the NSW Stormwater Industry Association to advance its water management program.

## Operational Plan Tasks

Code	Description	Progress	Comments
N3.1.1.1.1	Participate in research programs and partnerships to advance water management.  <i>Responsible Officer: Manager Environment &amp; Sustainability</i>	 50%	Council continues to be involved in local and international water management research programs and partnerships. Council attended management committee meetings for the Sydney Harbour Water Quality Improvement Program, the Cooperative Research Centre (CRC) for Water Sensitive Cities, the Greater Sydney Local Land Services Local Government Advisory Group and the NSW Stormwater Industry Association.

## Critical Action

Code	Description	Progress	Comments
N3.1.1.2	Implementation of Integrated Water Cycle Management Policy and Strategy.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 50%	Through the Cooperative Research Centre (CRC) for Water Sensitive Cities policy-partnership program, CRC researchers have been collaborating with Council to transition its Integrated Water Cycle Management Policy and Strategy into a Water Sensitive Cities Policy and Strategy. This Policy and Strategy will guide Council's water management program for the next three years.

## Operational Plan Tasks

Code	Description	Progress	Comments
N3.1.1.2.1	Implement priority actions from the Integrated Water Cycle Management Policy and Strategy.  <i>Responsible Officer: Manager Environment &amp; Sustainability</i>	 50%	Through the Cooperative Research Centre (CRC) for Water Sensitive Cities policy-partnership program, CRC researchers have been collaborating with Council to transition its Integrated Water Cycle Management Policy and Strategy into a Water Sensitive Cities Policy and Strategy. A draft Policy and a framework for the Strategy have been developed based on the outcomes of a Council staff and CRC researcher workshop held last year. A project plan has now been developed to complete the draft Policy and Strategy by early next financial year. Actions from the existing Integrated Water Cycle Management Strategy continue to be rolled out. Instillation of sediment and filter basins, stabilisation works and weed removal in the Avondale Creek Catchment have been completed and planning for further creek rehabilitation projects has progressed.
N3.1.1.2.2	Implement stream health monitoring program.  <i>Responsible Officer: Manager Environment &amp; Sustainability</i>	 50%	Spring creek water quality and macroinvertebrate sampling was completed at seven sites across the local government area. The new report card format for communicating the results of the stream health monitoring program to the community continues to be developed and will be available by May 2015.

## Critical Action

Code	Description	Progress	Comments
N3.1.1.3	Ensure maintenance programs are in place for Council's Water Sensitive Urban Design (WSUD) devices.  <i>Responsible Officer: Director Operations</i>	 85%	Maintenance continuing for gross pollution traps, sediment basins and pit inserts. A new contract associated with this service has now been completed under a regional tender process conducted through Shore Regional Organisation of Councils (SHOROC).

## Key Achievements

Preparation of a new regional contract for this service.

## Operational Plan Tasks

Code	Description	Progress	Comments
N3.1.1.3.1	Prepare a Service Contract for WSUD devices.  <i>Responsible Officer: Director Operations</i>	 85%	Regional tender completed awaiting Council resolution scheduled for February 2015 to resolve preferred contractor. Maintenance continuing under current arrangement for removal of silt and other wastes materials from water sensitive urban design (WSUD) Devices.

## Critical Action

Code	Description	Progress	Comments
N3.1.1.4	Ensure water harvesting devices are operating to capacity.  <i>Responsible Officer: Director Operations</i>	 50%	A review of all facilities has highlighted a need for an increased maintenance budget to ensure water being used efficiently. The recruitment of an Irrigation and Turf Technical Officer in December 2014 will assist in the implementation of improved maintenance programs and irrigation cycles.

## Operational Plan Tasks

Code	Description	Progress	Comments
N3.1.1.4.1	Report on frequency of maintenance of existing facilities.  <i>Responsible Officer: Manager Open Space Operations</i>	 50%	Council's Irrigation and Turf Technical Officer was recruited in December 2014 and will continue to audit systems in an effort to achieve maximum output.

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

**Critical Action**

Code	Description	Progress	Comments
N3.1.2.1	Implementation of Council's Riparian Policy.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 50%	Council's Riparian Policy has been incorporated into the Principal Development Control Plan (DCP) and will be incorporated into Council's Water Sensitive Cities Policy and Strategy. This provides the basis for more sustainable outcomes in subdivision developments and for development applications where streams, watercourses and riparian zones are present.

**Operational Plan Tasks**

Code	Description	Progress	Comments
N3.1.2.1.2	Implement the Riparian Policy, in conjunction with other planning instruments and water management policies.  <i>Responsible Officer: Manager Environment &amp; Sustainability</i>	 50%	Progress continues to be made in implementing the Riparian Policy across Council. Through its incorporation into DCP47 (Water Management) and the application of its objectives the Policy has provided the basis for guiding more sustainable outcomes to subdivision developments and development applications where streams, watercourses and riparian zones are present. The Riparian Policy has been incorporated into Council's Principal Development Control Plan (DCP) and will be incorporated into Council's Water Sensitive Cities Policy and Strategy.

**Issue:** Climate change.

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

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

**Critical Action**

Code	Description	Progress	Comments
N4.1.1.1	Programs are being implemented to build community resilience to the impacts of climate change and extreme weather events.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 40%	Grant funding has been received through the NSW Ministry for Police and Emergency Services' Community Resilience Innovation Program (CRIP) to deliver the next phase of the Climate Wise Communities program, which aims to build community resilience to the impacts of climate change.  <b>Reason</b> The start date of this grant funded project was delayed due to the need to recruit a Project Officer.



			<p><b>Remedial Action</b></p> <p>A Sustainability Projects Officer has now been appointed to deliver the next phase of the Climate Wise Communities program.</p>
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**Operational Plan Tasks**

Code	Description	Progress	Comments
N4.1.1.1.1	<p>Deliver the Climate Wise Communities program.</p> <p><i>Responsible Officer: Manager Environment &amp; Sustainability</i></p>	 <p>40%</p>	<p>A Sustainability Projects Officer has now been appointed to deliver the next phase of the Climate Wise Communities program, through grant funding from the NSW Ministry for Police and Emergency Services' Community Resilience Innovation Program (CRIP). The first quarter report has been submitted to CRIP.</p> <p><b>Reason</b></p> <p>The start date of this grant funded project was delayed due to the need to recruit a Project Officer.</p> <p><b>Remedial Action</b></p> <p>The appointment of the Sustainability Projects Officer has facilitated project commencement.</p>

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

**Critical Action**

Code	Description	Progress	Comments
N4.1.2.1	<p>Develop initiatives to build Council's capacity to prepare, respond and recover to the increasing severity and frequency of extreme weather events as a result of a changing climate</p> <p><i>Responsible Officer: Director Strategy &amp; Environment</i></p>	 <p>36%</p>	<p>As part of the grant funded phase of the Climate Wise Communities program, initiatives will be developed to build Council's capacity to:</p> <ul style="list-style-type: none"> <li>(i) prepare for;</li> <li>(ii) respond to; and</li> <li>(iii) recover from more severe and frequent weather events, including investigations into a community network to assist Council in its efforts.</li> </ul> <p><b>Reason</b></p> <p>As per the grant project's revised milestones (due to a delay in the announcement of the successful grant recipients), work towards this action will be progressed in the latter half of 2015.</p> <p><b>Remedial Action</b></p> <p>A Sustainability Projects Officer has now been appointed to deliver the grant funded phase of the Climate Wise Communities program.</p>

## Operational Plan Tasks

Code	Description	Progress	Comments
N4.1.2.1.1	<p>Pursue viable opportunities for a community volunteer network to respond to extreme weather events.</p> <p><b>Responsible Officer:</b> <i>Manager Environment &amp; Sustainability</i></p>	 36%	<p>This task is part of the grant funded Climate Wise Communities project. Investigations into community networks has commenced with the Red Cross and the Local Emergency Management Committee (LEMC).</p> <p><b>Reason</b></p> <p>Investigations were commenced during the reporting period with major work to be undertaken in the latter half of 2015.</p> <p><b>Remedial Action</b></p> <p>Ongoing work for this project will continue throughout 2015 as per the program.</p>

**Issue:** Sustainable resource management.

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

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

### Critical Action

Code	Description	Progress	Comments
N5.1.1.1	<p>Recycling services are provided and waste recycling and avoidance education is enhanced.</p> <p><b>Responsible Officer:</b> <i>Director Operations</i></p>	 50%	<p>During the reporting period, the below were undertaken:</p> <ul style="list-style-type: none"> <li>* Community waste/recycling services have been provided.</li> <li>* E-waste collection completed recovering 35.3 tonnes</li> <li>* Chemical collection completed recovering 49 tonnes.</li> <li>* Waste education displays provided in libraries.</li> <li>* Event recycling provided at community events, Wahroonga Fair &amp; West Pymble Carols in the Park.</li> <li>* Conducted commercial food waste trial.</li> </ul>

### Key Achievements

Recovery 35.3 tonnes e-waste.  
 Recovery 49 tonnes chemicals.  
 Council received Highly Commended Award for food recovery for commercial food waste diversion trial from Local Government NSW.

## Operational Plan Tasks

Code	Description	Progress	Comments
N5.1.1.1.1	<p>Review and report on the outcomes of the Business Waste Characteristic Study.</p> <p><b>Responsible Officer:</b> Manger Waste</p>	 50%	<p>A report with recommendations has been finalised during this period. Action items were provided to Council's Manager and Waste Contractor Coordinator.</p> <p>Council's Waste Contractor Coordinator has identified businesses who would benefit from further education on Councils waste and recycling services. 30 businesses were engaged from industry streams such as dentists, doctors, childcare, pharmacy, newsagent, real estate agents, butchers, hairdressers, takeaway food and restaurants.</p>
N5.1.1.1.2	<p>Deliver and report on the waste education program and recycling/diversion targets.</p> <p><b>Responsible Officer:</b> Manger Waste</p>	 50%	<p>Council's E-waste collection event took place during October 2014 with 35.3 tonnes of material delivered by residents to the St Ives Showground and sent for reprocessing.</p> <p>The chemical collection event took place in December 2014 at St Ives Showground with 49.2 tonnes of material collected.</p> <p>A new commercial waste sales brochure was developed to assist in the promotion of Council's commercial waste services.</p> <p>Displays for recycling week (including recycling information) in Gordon and Turramurra libraries were setup.</p> <p>Recycling Services were provided to two large scale events in December (Wahroonga Fair and West Pymble Combined Carols).</p> <p>When compared to the same period last year waste tonnage have increased slightly at 1.9 %, (+235.68 tonne). Recycling tonnage have decreased by 3.1% (-210.25 tonne) and greenwaste tonnage are also lower than this time last year by 10.1% (-914.42 tonne).</p>
N5.1.1.1.3	<p>Deliver 'Waste Less Recycle More' Projects.</p> <p><b>Responsible Officer:</b> Manger Waste</p>	 50%	<p>Domestic Waste Audit - action plan for enhanced education for domestic recycling and green service was drafted. Education material is currently being developed and printed.</p> <p>E-waste Event - 44 tonnes of e-waste collected. 1,304 cars attended. 48% were first time participants.</p> <p>Waste Survey - draft brief was submitted.</p> <p>Community Education Program - updated recycling web based education quiz is being developed and revised domestic waste brochure is being printed.</p> <p>Event Waste Management - new event bin lids have been purchased. Further infrastructure to be purchased in 2015.</p> <p>Illegal Dumping Investigations Officer - 119 investigations have been undertaken since 1 July 2014 and infringement notices were given. One matter has been to Court and successfully found in Council's favour.</p> <p>Illegal Dumping Strategy - Illegal dumping baseline data has shown a decrease in illegal dumping. Six monthly data for first half of 2014 (1.1.2014 to 30.6.2014) indicates number of incidences recorded were 703. The second half of the year (1.7.2014 to 31.12.2014) shows a decrease of 28% to 506</p>

			<p>incidences. Specific areas of decrease are illegal dumping on nature strips, car parks and roadside.</p> <p>Litter Free Ku-ring-gai - next two town centres to be updated early 2015.</p> <p>Regional Waste Strategy - was submitted.</p> <p>Waste Strategy - brief to be finalised and consultant organised for early 2015.</p>
N5.1.1.1.4	<p>Participate in Regional Waste Disposal / Processing Procurement.</p> <p><b>Responsible Officer:</b> Director Operations</p>		<p>Regional tender is now out with an expiry date in February 2015. The assessment of tenders will follow through to April 2015 for final resolution of preferred contractor.</p>

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

### Critical Action

Code	Description	Progress	Comments
N5.1.2.1	<p>Implement educational programs to assist the community to reduce energy and water.</p> <p><b>Responsible Officer:</b> Director Strategy &amp; Environment</p>		<p>Council delivers the Smart Units, Energy Smart and Water Smart programs to assist the community to reduce energy and water use. There are currently 17 owners' corporations of residential strata buildings participating in the Smart Units program, who all receive an energy, water and waste audit and action plan to assist them to implement changes. There are 24 participants in the latest round of the Energy Smart program. Between July and December, 13 rebates were awarded as part of the Water Smart program, facilitating the installation of 13 rainwater tanks and 69,781L of tank capacity, and 10 internal connections from tanks to laundries and toilets.</p>

### Operational Plan Tasks

Code	Description	Progress	Comments
N5.1.2.1.1	<p>Deliver community energy reduction and water conservation programs.</p> <p><b>Responsible Officer:</b> Manager Environment &amp; Sustainability</p>		<p>Since the launch of the second round of Council's sustainable apartments program, Smart Units, in September 2014, eight owners' corporations of residential strata buildings have engaged with the program, bringing the total number to 17. Three energy audits for Round 2 participating stratas are currently underway. Through Council's Water Smart Program one raingarden and one rainwater tank workshop were conducted with 10 people attending in total. From July to December 13 rebate applications were received and approved for the Water Smart program, representing the installation of 13 rainwater tanks and 69781L of tank capacity. The 13 rebates totalling \$8,930 supported \$56,570 of investment by residents in rainwater tanks, including 10 internal connections from tanks to laundries and toilets. Phase two of Council's Energy Smart program was launched in August 2014. The two information nights for the program attracted 45 attendees. Expressions of interest in the program were received from 174 residents and each were sent an information</p>



			<p>pack. The program now has 24 participating households, of these 20 have had their energy smart device installed. Two energy efficiency workshops for the program have been held with 26 people attending in total.</p>
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## Theme: Places, Spaces and Infrastructure

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

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

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

### Critical Action

Code	Description	Progress	Comments
P1.1.1.1	<p>Engage with community in masterplanning and design process for the local area.</p> <p><b>Responsible Officer:</b> Director Strategy &amp; Environment</p>	 44%	<p>During this period the concept plan for Carcoola Park went on Public Exhibition with comments closing in February 2015.</p> <p>The draft Master Plans for Roseville Park and the St Ives Showground Precinct (as part of Plan of Management), have both been reported to Council and are on public exhibition. The Canoon Road Recreation Area (as part of Plan of Management) Master Plan was due to be reported to Council late in the second quarter, however, this was delayed to make some amendments to the preliminary draft plan of management following meetings with the community and stakeholder groups. This will now be reported to Council in the third quarter. Similarly, the Draft master plan for North Pymble Park has progressed and is due to be reported to Council in the third quarter.</p> <p>With regards to Neighbourhood Centre upgrades, Council resolved to receive a presentation from staff in the third quarter. This presentation shall take place in January 2015.</p> <p><b>Reason</b></p> <p>Council resolved to receive a presentation from staff early in the third quarter. This presentation shall take place in January 2015.</p> <p><b>Remedial Action</b></p> <p>Following Council's presentation the task will be further advanced.</p>

### Operational Plan Tasks

Code	Description	Progress	Comments
P1.1.1.1.1	<p>Develop concept plans informed by community engagement.</p> <p><b>Responsible Officer:</b> Manager Strategic Projects</p>	 50%	<p>The Draft Master Plans for Roseville Park and the St Ives Showground Precinct (as part of Plan of Management), have both been reported to Council and are on public exhibition. The Canoon Road Recreation Area (as part of the Plan of Management) Master Plan was due to be reported to Council late in the second quarter, however, some last minute initiatives with the Netball Club warranted delaying the reporting of the Master Plan to the third quarter.</p>

			Similarly, the Draft Master Plan for North Pymble Park has progressed and is due to be reported to Council in the first half of 2015. The Hassall Park Master Plan is to be deferred from the Delivery Program and Operational Plan and will be considered for inclusion in a future plan.
P1.1.1.1.2	Engage with key stakeholders and the community in the revitalisation of our neighbourhood centres and local areas.  <i>Responsible Officer: Manager Strategic Projects</i>	 50%	Following a report to Council in the second quarter a presentation to Council is scheduled for the third quarter.
P1.1.1.1.3	Review responses from expression of interest (EOI) with key stakeholders and the community in the development of neighbourhood centres.  <i>Responsible Officer: Manager Strategic Projects</i>	 25%	Council resolved to receive a presentation from staff early in the third quarter. This presentation shall take place in January 2015. <b>Reason</b> Council resolved to receive a presentation from staff early in the third quarter. This presentation shall take place in January 2015. <b>Remedial Action</b> Following Council's presentation the task will be further advanced.
P1.1.1.1.4	Implement neighbourhood centres programs.  <i>Responsible Officer: Manager Strategic Projects</i>	 50%	A presentation is being given to Councillors on 27 January 2015. This presentation will drive the future direction of the Neighbourhood Centres Programs.

### Critical Action

Code	Description	Progress	Comments
P1.1.1.2	Invoking community pride in our local and civic centres.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 50%	Concept designs were also prepared for presentation to Councillors in January 2015.

### Operational Plan Tasks

Code	Description	Progress	Comments
P1.1.1.2.1	Commence implementation of a program of improvements to the neighbourhood centres.  <i>Responsible Officer: Manager Strategic Projects</i>	 50%	During the reporting period a topographic survey was completed. Concept designs were also prepared for presentation to Councillors in January 2015.

### Critical Action

Code	Description	Progress	Comments
P1.1.1.3	Develop an agreed level of service for removal of graffiti and cleaning of areas to instil community pride.  <i>Responsible Officer: Director Operations</i>	 50%	Information regarding graffiti continued to be captured through Council's Customer Request System and Vandaltrak and agreed graffiti removal targets were met.

### Operational Plan Tasks

Code	Description	Progress	Comments
P1.1.1.3.1	Report six monthly on actual versus targets for removal of graffiti on public land.  <i>Responsible Officer: Manager Engineering Operations</i>	 50%	Information regarding graffiti continued to be captured through Council's Customer Request System and Vandaltrak and agreed graffiti removal targets were met.

### Critical Action

Code	Description	Progress	Comments
P1.1.1.4	Ensure compliance with Tree Management Policy.  <i>Responsible Officer: Director Operations</i>	 50%	For the reporting period, a total of 1,735 requests were received for street trees and 514 requests for approval under the Tree Preservation Order. 192 breaches of the Tree Preservation were also inspected.  Staff have remained vigilant in the investigation of and monitoring of tree works to ensure compliance with the Tree Preservation Order and new legislation. Staff collection of data in relation to types, sizes and locations of trees being removed has been invaluable when preparing comments in response to the 10/50 legislation. This has assisted the NSW Rural Fire Service in its decision to review the legislation.

### Operational Plan Tasks

Code	Description	Progress	Comments
P1.1.1.4.1	Implement the Tree Preservation Order and report on response times against targets for Tree Preservation Order requests.  <i>Responsible Officer: Manager Open Space Operations</i>	 50%	During the reporting period Council received 541 Tree Works Applications, with 426 applications processed.  Council has received 192 queries regarding breach of the Tree Preservation Order and 10/50 compliance. 151 queries have been investigated with 41 queries still being investigated.  During this period the State Government introduced their 10/50 legislation which generated many enquiries and site visits to check on compliance. This legislation is currently being reviewed.

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

**Critical Action**

Code	Description	Progress	Comments
P1.1.2.1	<p>Improve and implement strategies, plans and processes to protect and enhance Ku-ring-gai's unique landscape character.</p> <p><b>Responsible Officer:</b> Director Strategy &amp; Environment</p>	 55%	<p>The final Principal Development Control Plan (DCP) was adopted by Council in December 2014. This incorporated the review of the landscape and dwelling house provisions with feedback from Staff, consultants and court cases.</p> <p>Initial preparation of information and training material has commenced. This is on schedule to be available when the Ku-ring-gai Local Environmental Plan (KLEP) and Development Control Plan come into effect.</p> <p>Landscape and ecological assessments for development applications continue to be undertaken on an ongoing basis by team members, consistent with council policies and legislative requirements.</p>
<b>Key Achievements</b>			
Ku-ring-gai Local Environmental Plan and Development Control Plan were adopted by Council and will come into effect in 2015.			

**Operational Plan Tasks**

Code	Description	Progress	Comments
P1.1.2.1.1	<p>Continue to review existing strategies and plans.</p> <p><b>Responsible Officer:</b> Manager Urban Planning</p>	 50%	Landscape character matters have been investigated and addressed as part of the preparation of the Principal DCP and will be included in the upcoming review of the Local centres DCP.
P1.1.2.1.2	<p>Monitor and review the new landscape and dwelling-house provisions in the Ku-ring-gai Development Control Plan.</p> <p><b>Responsible Officer:</b> Manager Urban Planning</p>	 100%	Final Principal DCP adopted by Council in December 2014. This incorporated the review of the landscape and dwelling house provisions. with feedback from Staff, consultants and court cases.
P1.1.2.1.3	<p>Implement information and training modules for the community.</p> <p><b>Responsible Officer:</b> Manager Urban Planning</p>	 50%	Initial preparation of information and training material has commenced. This is on schedule to be available when the KLEP and DCP come into effect.
P1.1.2.1.4	<p>Protection of the unique landscape and dwelling-house character through the development assessment process is consistent with State and local government controls.</p> <p><b>Responsible Officer:</b> Manager Development Assessment Services</p>	 50%	<p>Landscape and ecological assessments for development applications continue to be undertaken on an ongoing basis by team members, consistent with council policies and legislative requirements.</p> <p>Particular regard is given to the cultural and natural character and landscape of Ku-ring-gai and assessments are based upon merit and compliance with the planning controls under the Ku-ring-gai Planning Scheme Ordinance (KPSO) the local centres LEP and DCP and the new KLEP and development control plans (DCPs). This includes controls for, and mapping of, riparian areas,</p>



			<p>heritage conservation areas and items and areas of biodiversity significance. The team also considers state government legislation such as the Threatened Species Act, Department of Water requirements, and bush fire protection legislation. Assessments are focussed on minimising the impacts of development on the environment and enhancing the built and natural landscape.</p> <p>Site specific and generic conditions are applied to development applications that are supported. Recommendations for changes to applications are made where they do not substantially comply with policies and legislative requirements.</p>
P1.1.2.1.5	<p>Implement and monitor biodiversity offset policy.</p> <p><b>Responsible Officer:</b> <i>Manager Environment &amp; Sustainability</i></p>	 25%	<p>An internal review of Council's draft offset policy has been conducted and recommendations made to simplify it and to utilise the Office of Environment and Heritage's methodology and assessment provisions. Further investigations are required and are being conducted. As part of the offset policy a standardised Environmental Impact Assessment procedure for both private and Council developments will be developed in response to the 'no net loss' LEP provision.</p> <p><b>Reason</b></p> <p>The complexities associated with developing an offset policy have delayed progress.</p> <p><b>Remedial Action</b></p> <p>The offset policy will be finalised in the next two quarters.</p>

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

**Critical Action**

Code	Description	Progress	Comments
P1.1.3.1	<p>Undertake a coordinated program of beautification and revitalisation.</p> <p><b>Responsible Officer:</b> <i>Director Strategy &amp; Environment</i></p>	 50%	<p>Project teams have been established for all projects on the Open Space Capital Works Program and works progressed in accordance with schedules.</p>

**Key Achievements**

Koola Park - Stage 3 design and documentation completed and ready for tendering in third quarter.

Cameron Park - Design and documentation completed and ready for tendering in third quarter.

Wahroonga Park Toilet Block - project team established. Design and documentation completed and ready for tendering in third quarter.

Warrimoo Oval Guides Hall Extension and Car Park & Landscape Upgrade - project team established. Construction completed in the second quarter with both the Scouts and Guides having completed their relocations from St Ives Village Green to Warrimoo Oval.

Roseville Park Masterplan - project team established. Draft masterplan was completed during second quarter and placed on public exhibition.

Canoon Road Recreation Area Plan of Management - project team established. Project progressed during second quarter. Draft will be completed during third quarter ready for reporting to Council and public exhibition.

St Ives Showground & Precinct Lands Plan of Management - project team established. Draft was completed during second quarter and placed on public exhibition.

### **Operational Plan Tasks**

<b>Code</b>	<b>Description</b>	<b>Progress</b>	<b>Comments</b>
P1.1.3.1.1	<p>Establish project teams to coordinate and implement the delivery of capital works program. Identify where project teams were established and status of milestones.</p> <p><b>Responsible Officer:</b> <i>Manager Open Space Projects</i></p>	 50%	<p>Project teams have been established for the design and review of all projects listed in the Parks &amp; Recreation Capital Works Program. A program of forward Capital Works has been provided to Council's Operations Department. Upon completion of the carry over projects new projects will commence. Major projects currently underway include Allan Small carpark (currently under construction, Carcoola Park (on public exhibition), Koola Park, Cameron Park, Turramurra Park and Warrimoo Avenue Shops.</p>
P1.1.3.1.2	<p>Report quarterly on established project teams and status of milestones.</p> <p><b>Responsible Officer:</b> <i>Manager Strategic Projects</i></p>	 50%	<p>Project teams have been established for all projects on the Open Space Capital Works Program. This includes the following:</p> <p>Koola Park - project team established. Stage 3 design and documentation completed and ready for tendering in third quarter.</p> <p>Cameron Park - project team established. Design and documentation completed and ready for tendering in third quarter.</p> <p>Carcoola Reserve - project team established. Concept design completed and Council is consulting with the community. Community consultation will conclude early in the third quarter.</p> <p>Wahroonga Park Toilet Block - project team established. Design and documentation completed and ready for tendering in third quarter.</p> <p>Turramurra Memorial Park Youth Precinct - project team established. Concept design completed in first quarter. Detailed design completed in second quarter. Documentation and tendering to be completed in the third quarter.</p> <p>McKenzie Park Upgrade - project team established. Design and documentation completed and ready for Construction Quotations in third quarter.</p> <p>Howson Oval Upgrade - project team established. Design commenced with tendering scheduled for the late in the third quarter.</p> <p>Warrimoo Oval Guides Hall Extension and Car Park &amp; Landscape Upgrade - project team established. Construction completed in the second quarter with both the Scouts and Guides having completed their relocations from St Ives Village Green to Warrimoo Oval.</p> <p>Bicentennial Park War Memorial Relocation &amp; Upgrade - project team established. Detailed design and documentation due for completion early in the third quarter, followed by tendering.</p> <p>Lofberg Road Playground Bicentennial Park - project team established. Concept design due for completion in third quarter.</p> <p>North Pymble Park Landscape Masterplan - project team established. Preliminary draft masterplan progressed during the second quarter and due to</p>

			<p>be completed during third quarter ready for community consultation.</p> <p>Roseville Park Masterplan - project team established. Draft masterplan was completed during second quarter and placed on public exhibition.</p> <p>Canoon Road Recreation Area Plan of Management - project team established. Project progressed during second quarter. Draft will be completed during third quarter ready for reporting to Council and public exhibition.</p> <p>St Ives Showground &amp; Precinct Lands Plan of Management - project team established. Draft was completed during second quarter and placed on public exhibition.</p> <p>Project teams also established for Echo Point seawall reconstruction, St Ives Showground Regional Playground, Loyal Henry Park West Roseville Playground, Golden Grove Playground Bicentennial Park, East Roseville Community Centre Playground, Warrimoo Avenue Neighbourhood shops and Playground, and St Ives Village Green Playground and Youth Precinct.</p>
P1.1.3.1.3	<p>Roll out upgrade of neighbourhood centres consistent with place making.</p> <p><b>Responsible Officer:</b> <i>Manager Strategic Projects</i></p>	 <p>50%</p>	<p>Following a report to Council in the second quarter a presentation to Council is scheduled for early in the third quarter.</p>

**Issue:** Managing urban change.

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

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

**Critical Action**

Code	Description	Progress	Comments
P2.1.1.1	<p>Develop plans and strategies that respond to the impacts of urban development.</p> <p><b>Responsible Officer:</b> <i>Director Strategy &amp; Environment</i></p>	 <p>50%</p>	<p>Input has been made into a range of state government planning initiatives including a submission on the NSW Rural Fire Services 10/50 policy and consultation on the Metropolitan Strategy and subregional planning process.</p> <p>The Principal Development Control Plan (DCP) and Local Environmental Plan (LEP) have been finalised and Council is waiting on gazettal of the LEP to commence implementation strategies.</p>

## Operational Plan Tasks

Code	Description	Progress	Comments
P2.1.1.1.1	Respond to State Government Planning initiatives and reforms - including the new Planning Legislation.  <i>Responsible Officer: Manager Urban Planning</i>	 50%	Input has been made into a range of state government planning initiatives including a submission on the NSW Rural Fire Services 10/50 policy and consultation on the Metropolitan Strategy and subregional planning process.
P2.1.1.1.2	Implement and monitor the Principal Local Environmental Plan and supporting Development Control Plan.  <i>Responsible Officer: Manager Urban Planning</i>	 50%	The Principal DCP and LEP have been finalised and Council is waiting on gazettal of the LEP to commence implementation strategies. Ongoing monitoring and implementation strategies take place during the next reporting period.

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

## Critical Action

Code	Description	Progress	Comments
P2.1.2.1	Applications are assessed in accordance with State and local plans.  <i>Responsible Officer: Director Development &amp; Regulation</i>	 50%	All applications are assessed and peer reviewed to ensure all legislative obligations are satisfied.

## Operational Plan Tasks

Code	Description	Progress	Comments
P2.1.2.1.1	Assessments are of a high quality, accurate and consider all relevant legislative requirements.  <i>Responsible Officer: Director Development &amp; Regulation</i>	 50%	All applications are assessed by skilled professional staff and then peer reviewed to ensure Council's legislative obligations are satisfied.
P2.1.2.1.2	Manage the number of outstanding applications.  <i>Responsible Officer: Director Development &amp; Regulation</i>	 50%	There was an 18% increase in undetermined applications compared with the previous reporting period. This is mainly attributable to a cyclical surge of development activity that usually precedes the year end. It is anticipated that this number will be reduced over the coming quarters.
P2.1.2.1.3	Determine applications in an effective and efficient manner and within agreed timeframes.  <i>Responsible Officer: Director Development &amp; Regulation</i>	 50%	The processing time for all applications was an average of 56 days which is still well within the target of 80 days. A total of 182 applications were determined in the second quarter bringing the total for the year to date to 479 applications.

P2.1.2.1.4	Provide high quality technical advice.  <i>Responsible Officer: Director Development &amp; Regulation</i>	 50%	Advice is provided by skilled professional staff and in most instances the advice is provided in writing and peer reviewed to ensure accuracy and quality standards are maintained.
P2.1.2.1.5	Maintain and update Council's systems and processes regularly.  <i>Responsible Officer: Manager Development Assessment Services</i>	 50%	All Council's systems are continuously monitored and updates undertaken as and when required.

### Critical Action

Code	Description	Progress	Comments
P2.1.2.2	Provide Regulatory Services consistent with State and local controls.  <i>Responsible Officer: Director Development &amp; Regulation</i>	 50%	Regulation and compliance staff continued to review processes and update relevant staff on legislative and procedural changes. All matters are dealt in accordance with Council's adopted Compliance Policy.

### Operational Plan Tasks

Code	Description	Progress	Comments
P2.1.2.2.1	Regulatory action is undertaken in accordance with Council's Compliance Policy.  <i>Responsible Officer: Manager Compliance &amp; Regulation</i>	 50%	During the reporting period Council's Regulatory and Compliance staff ensure that all regulatory action undertaken is done in accordance with Council's Compliance Policy.

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

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

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

### Critical Action

Code	Description	Progress	Comments
P3.1.1.1	Review and refine Local Environmental Plans (LEPs) and Development Control Plans (DCPs) to facilitate quality urban design outcomes.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 47%	The Principal DCP has been finalised and adopted by Council. The review of the Local Centres LEP and DCP has commenced and will continue during the next reporting period.  Assessment reports are prepared by experienced and skilled professional staff and recommendations are subject to a high level of scrutiny by senior staff before approval is granted.



			<p>Council's land at the former B2 South Turrumurra has been subdivided and sites sold at auction in November and December 2014.</p> <p>An urban design training module targeted at assessment planners is to be developed and rolled out during next reporting period as part of the KLEP and DCP coming into effect.</p>
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### Operational Plan Tasks

Code	Description	Progress	Comments
P3.1.1.1.1	<p>Monitor and review design quality standards in Council's Local Environmental Plans and Development Control Plans.</p> <p><b>Responsible Officer:</b> <i>Manager Urban Planning</i></p>	<p>50%</p>	<p>The Principal DCP has been finalised and adopted by Council. The review of the Local Centres LEP and DCP has commenced and will continue during the next reporting period.</p>
P3.1.1.1.2	<p>Assessment of applications is consistent with Council's adopted Local Environmental Plans and Development Control Plans.</p> <p><b>Responsible Officer:</b> <i>Director Development &amp; Regulation</i></p>	<p>50%</p>	<p>Assessment reports are prepared by experienced and skilled professional staff and recommendations are subject to a high level of scrutiny by senior staff before approval is granted.</p>
P3.1.1.1.3	<p>Design outcomes are assessed against the objectives of adopted Local Environmental Plans and Development Control Plans.</p> <p><b>Responsible Officer:</b> <i>Director Development &amp; Regulation</i></p>	<p>50%</p>	<p>All urban design assessments are undertaken by independent highly skilled professionals and all recommendations are reviewed by experienced Council staff to ensure quality urban design outcomes are maintained.</p>
P3.1.1.1.4	<p>Coordinate the completion and disposal of B2 land subdivision.</p> <p><b>Responsible Officer:</b> <i>Director Strategy &amp; Environment</i></p>	<p>85%</p>	<p>With the completion of the major components of the capital works, the first tranche of lots were put to auction in late November. Following the success of the first auction the second tranche was auctioned in December. All 21 lots offered were sold "under the hammer" on the respective auction days above the reserve prices. Practical completion has been given to the contractor and the balance of the lots will be put to auction this financial year.</p>
P3.1.1.1.5	<p>Undertake training for assessment planners and relevant stakeholders on design quality.</p> <p><b>Responsible Officer:</b> <i>Manager Urban Planning</i></p>	<p>0%</p>	<p>Specialised training for Assessment Planners is yet to be conducted.</p> <p><b>Reason</b></p> <p>Resources have been focussed on finalising the Principal DCP, which was completed in December 2014.</p> <p><b>Remedial Action</b></p> <p>An urban design training module targeted at assessment planners is to be developed and rolled out during next reporting period.</p>

## Critical Action

Code	Description	Progress	Comments
P3.1.1.2	<p>Council progressively encourages sustainability design principles into the development application process.</p> <p><b>Responsible Officer:</b> Director Strategy &amp; Environment</p>	 38%	<p>Resources on sustainable building design, to accompany Council's Principal Development Control Plan (DCP), are being finalised and will be promoted through the Pre-Development Application process.</p> <p><b>Reason</b></p> <p>This task is dependent on the Ku-ring-gai Local Environmental Plan (KLEP) and Principal Development Control Plan (DCP) coming into effect.</p> <p><b>Remedial Action</b></p> <p>Once the Ku-ring-gai Local Environmental Plan (KLEP) and Principal Development Control Plan (DCP) come into affect staff will work with the Development Assessment team to integrate the sustainable building design resources into the Pre-Development Application process.</p>

## Operational Plan Tasks

Code	Description	Progress	Comments
P3.1.1.2.1	<p>Develop resources on sustainable building design for incorporation into the Pre-Development Application process.</p> <p><b>Responsible Officer:</b> Manager Environment &amp; Sustainability</p>	 50%	<p>A suite of resources / documents for building sustainably, including case studies, web resources, checklists and implementing a green gadget library, are in various stages of development. The design aspects have been discussed with the Communications and Urban Planning team.</p>
P3.1.1.2.2	<p>Promote the principles of sustainable building design in the Pre-Development Application process.</p> <p><b>Responsible Officer:</b> Manager Environment &amp; Sustainability</p>	 25%	<p>Resources on sustainable building design, to accompany Council's Principal Development Control Plan (DCP), are being finalised and will be promoted through the Pre-Development Application process.</p> <p><b>Reason</b></p> <p>This task is dependent on the Ku-ring-gai Local Environmental Plan (KLEP) and Principal Development Control Plan (DCP) coming into effect.</p> <p><b>Remedial Action</b></p> <p>Once the Ku-ring-gai Local Environmental Plan (KLEP) and Principal Development Control Plan (DCP) come into affect staff will work with the Development Assessment team to integrate the sustainable building design resources into the Pre-Development Application process.</p>

## Critical Action

Code	Description	Progress	Comments
P3.1.1.3	Design quality and sustainable design is promoted through events or other activities.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 50%	A Building Sustainable Homes workshop is planned for March 2015. To complement this annual event, Council's website includes information and resources about sustainable building design and renovations.

## Operational Plan Tasks

Code	Description	Progress	Comments
P3.1.1.3.1	Implement a design quality and sustainable design event program.  <i>Responsible Officer: Manager Environment &amp; Sustainability</i>	 50%	Following the success of Council's first Building Sustainable Homes workshop in June 2014, another has been scheduled for March 2015. Council's website includes information about building and renovating homes with sustainable features, with a hard copy resource currently in production. Sustainable House Day was promoted to residents through the Sustainability What's On Calendar and Facebook. Case studies are being developed, focusing on different sustainable design features of a number of homes in Ku-ring-gai.

**Issue:** Revitalisation of our centres.

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

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

## Critical Action

Code	Description	Progress	Comments
P4.1.1.1	Council proactively works with owners, developers and agencies of the local centres to achieve quality design outcomes. (e.g. through voluntary planning agreements, education)  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 30%	This task is progressing on schedule. Council's urban design team is working with Council's community engagement staff to prepare an engagement strategy that will include a number of place making events and actions for Lindfield and Turramurra local centres through 2015.  Council is also working pro-actively with Transport for NSW in Gordon, Lindfield and Turramurra local centres to coordinate works and achieve quality outcomes, specifically: - Regular meetings with Transport for NSW regarding the new commuter parking in Lindfield - Regular meetings with Transport for NSW regarding new bus interchange



			<p>and rail station forecourt in Gordon; and</p> <ul style="list-style-type: none"> <li>- meeting with officers from Sydney Trains regarding railway gardens and possible links over the railway in Turrumurra.</li> </ul> <p>Work on the outdoor dining policy review will commence in early 2015.</p> <p><b>Reason</b></p> <p>The outdoor dining policy has been circulated for a review in early 2015.</p> <p><b>Remedial Action</b></p> <p>Work on the outdoor dining policy review will commence in early 2015.</p>
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### Operational Plan Tasks

Code	Description	Progress	Comments
P4.1.1.1.1	<p>Implement a place management approach for the local centre improvements to coordinate works and achieve quality outcomes.</p> <p><b>Responsible Officer:</b> <i>Manager Urban Planning</i></p>	 50%	<p>This task is progressing on schedule. Council's urban design team is working with Council's community engagement staff to prepare an engagement strategy that will include a number of place making events and actions for Lindfield and Turrumurra local centres through 2015.</p> <p>Council is also working pro-actively with Transport for NSW in Gordon, Lindfield and Turrumurra local centres to coordinate works and achieve quality outcomes, specifically:</p> <ul style="list-style-type: none"> <li>- Regular meetings with Transport for NSW regarding commuter parking in Lindfield</li> <li>- Regular meetings with Transport for NSW regarding new bus interchange and rail station forecourt in Gordon; and</li> <li>- meeting with officers from Sydney Trains regarding railway gardens and possible links over the railway in Turrumurra.</li> </ul>
P4.1.1.1.2	<p>Review and monitor Council's Outdoor Dining and Goods on Footpath Policy ensuring it is consistent with Council's public domain plan.</p> <p><b>Responsible Officer:</b> <i>Manager Urban Planning</i></p>	 10%	<p>This task is scheduled to commence in the March quarter 2015. Initial documentation has been circulated for review to relevant teams</p> <p><b>Reason</b></p> <p>The task has been delayed due to a lack of staff resources.</p> <p><b>Remedial Action</b></p> <p>Task to commence task in the March quarter.</p>

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

**Critical Action**

Code	Description	Progress	Comments
P4.1.2.1	<p>The Master Plan for the St Ives Centre and surrounding precincts is implemented.</p> <p><b>Responsible Officer:</b> Director Strategy &amp; Environment</p>	 <p>3%</p>	<p>This task is on hold. Council has undertaken all necessary steps to allow the initiation of a planning proposal by the owners of St Ives Shopping Centre.</p> <p><b>Reason</b></p> <p>No further planning work is proposed to be undertaken until a formal planning proposal has been prepared and submitted to Council by the owners of the St Ives Shopping Village. Resources have been focussed on finalising Principal DCP, which was completed in December. The project was not included in the 2014/15 budget and funds from the prior year were not carried forward. Masterplanning for Turramurra centre has been initiated in lieu of St Ives.</p> <p><b>Remedial Action</b></p> <p>Council has written to the St Ives Shopping Village and awaiting a formal response.</p>

**Challenges**

This task is on hold. Council has undertaken all necessary steps to allow the initiation of a planning proposal by the owners of St Ives Shopping Centre.

**Operational Plan Tasks**

Code	Description	Progress	Comments
P4.1.2.1.1	<p>Engage with relevant stakeholders to establish timing, extent and partnership opportunities for new community facilities and infrastructure.</p> <p><b>Responsible Officer:</b> Manager Urban Planning</p>	 <p>10%</p>	<p>This task is on hold. Council has undertaken all necessary steps to allow the initiation of a planning proposal by the owners of St Ives Shopping Centre.</p> <p><b>Reason</b></p> <p>No further planning work is proposed to be undertaken until a formal planning proposal has been prepared and submitted to Council by the owners of the St Ives Shopping Village.</p> <p><b>Remedial Action</b></p> <p>No further action is scheduled at this stage.</p>

P4.1.2.1.2	<p>Commence reclassification of identified lands as resolved by Council.</p> <p><b>Responsible Officer:</b> <i>Manager Urban Planning</i></p>	 0%	<p>This task is on hold.</p> <p><b>Reason</b></p> <p>The master planning process for St Ives has not commenced. Still waiting formal response from St Ives Village shopping centre owners, prior to formal reclassification process.</p> <p><b>Remedial Action</b></p> <p>Further work on the reclassification project will commence when the shopping centre owners approach Council for formal engagement.</p>
P4.1.2.1.3	<p>Engage with key community stakeholders to identify the requirements for new community facilities and infrastructure.</p> <p><b>Responsible Officer:</b> <i>Manager Urban Planning</i></p>	 0%	<p>This task is on hold. Council has undertaken all necessary steps to allow the initiation of a planning proposal by the owners of St Ives Shopping Centre.</p> <p>The location and requirements for new community facilities in St Ives is highly dependent on any future proposed development proposals by the St Ives Shopping Village.</p> <p><b>Reason</b></p> <p>No further planning work is proposed to be undertaken until a formal planning proposal has been prepared and submitted to Council by the owners of the St Ives Shopping Village.</p> <p><b>Remedial Action</b></p> <p>No further action is scheduled at this stage.</p>

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

**Critical Action**

Code	Description	Progress	Comments
P4.1.3.1	<p>A Master Plan is in place for a community hub within the Gordon Town Centre to accommodate cultural and arts activities and promote social interaction is developed.</p> <p><b>Responsible Officer:</b> <i>Director Strategy &amp; Environment</i></p>	 47%	<p>This task is progressing on schedule. Preliminary requirements have been identified in the Ku-ring-gai Community Facilities Strategy. The next step is to undertake a detailed needs assessment with community consultation.</p>

## Operational Plan Tasks

Code	Description	Progress	Comments
P4.1.3.1.1	Engage with relevant stakeholders to establish timing, extent and partnership opportunities for new community facilities and infrastructure.  <i>Responsible Officer: Manager Urban Planning</i>	 40%	This task has been delayed but is now progressing on schedule. Preliminary scoping of this project has commenced. A position description has been prepared and interviews have been held for a project manager to lead the project. 3D modelling of the site and Gordon Local Centre has also commenced. <b>Reason</b> The task has not progressed to schedule due to limited staff resources. <b>Remedial Action</b> Council will engage a project manager by the end of January 2015 to commence and manage the planning process.
P4.1.3.1.2	Undertake due diligence and develop probity plan for the delivery of new facilities and infrastructure.  <i>Responsible Officer: Manager Urban Planning</i>	 50%	This task is progressing on schedule. A site survey has been completed. Consultants are currently being engaged to prepare a planning proposal for reclassification of the site. The next step will be to prepare geo-technical and contamination studies and a probity plan.
P4.1.3.1.3	Engage with key community stakeholders to identify the requirements for new community facilities and infrastructure.  <i>Responsible Officer: Manager Urban Planning</i>	 50%	This task is progressing on schedule. Preliminary requirements have been identified in the Ku-ring-gai Community Facilities Strategy. The next step is to undertake a detailed needs assessment with community consultation.

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

### Critical Action

Code	Description	Progress	Comments
P4.1.4.1	The Master Plan for the Lindfield Centre and surrounding precincts is implemented.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 50%	This task is on schedule. Work undertaken to date includes: - Regular meetings with representatives of Transport for NSW regarding commuter parking in Lindfield. - regular meetings with representatives from Support Lindfield (a community group). In addition a Request for Quotes (RFQ) has been issued seeking delivery and financing advice; a component of this work will provide assistance with interfacing with the private sector and identifying potential commercial partnership opportunities.



			<p>The following work has been undertaken:</p> <ul style="list-style-type: none"> <li>- Lindfield Village Green - project scope defined in report to Council 9 September 2014. Tender for design consultants complete and consultants engaged.</li> <li>- Lindfield Hub - project scope defined in report to Council 9 September 2014. Tender for design consultants complete and consultants engaged.</li> <li>- Initial project scoping complete for Lindfield library site (259-271 Pacific Highway) in report to Council 11 November 2014.</li> </ul>
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### Operational Plan Tasks

Code	Description	Progress	Comments
P4.1.4.1.1	<p>Engage with relevant stakeholders to establish timing, extent and partnership opportunities.</p> <p><b>Responsible Officer:</b> <i>Manager Urban Planning</i></p>	 50%	<p>This task is on schedule. Work undertaken to date includes:</p> <ul style="list-style-type: none"> <li>- Regular meetings with representatives of Transport for NSW regarding commuter parking in Lindfield.</li> <li>- regular meetings with representatives from Support Lindfield (a community group).</li> </ul> <p>In addition a Request for Quotes (RFQ) has been issued seeking delivery and financing advice; a component of this work will provide assistance with interfacing with the private sector and identifying potential commercial partnership opportunities.</p>
P4.1.4.1.2	<p>Develop and finalise project scope.</p> <p><b>Responsible Officer:</b> <i>Manager Urban Planning</i></p>	 50%	<p>This task is progressing on schedule. The following work has been undertaken:</p> <ul style="list-style-type: none"> <li>- Lindfield Village Green - project scope defined in report to Council 9 September 2014. Tender for design consultants complete and consultants engaged.</li> <li>- Lindfield Hub - project scope defined in report to Council 9 September 2014. Tender for design consultants complete and consultants engaged.</li> <li>- Initial project scoping complete for Lindfield library site (259-271 Pacific Highway) in report to Council 11 November 2014.</li> </ul>
P4.1.4.1.3	<p>Maintain engagement with the key stakeholders.</p> <p><b>Responsible Officer:</b> <i>Manager Urban Planning</i></p>	 50%	<p>This task is on schedule. Work undertaken to date includes:</p> <ul style="list-style-type: none"> <li>- Regular meetings with representatives of Transport for NSW regarding commuter parking in Lindfield.</li> <li>- regular meetings with representatives from Support Lindfield (a community group) .</li> <li>- updates via Council's website and newsletters.</li> </ul> <p>In addition a detailed engagement strategy is currently under preparation for the public exhibition period scheduled to commence in late March 2015. This will involve an on-site outdoor event, community workshops and surveys.</p>

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

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

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

**Critical Action**

Code	Description	Progress	Comments
P5.1.1.1.1	Implement, monitor and review Ku-ring-gai's heritage planning provisions.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 56%	Sound progress was made during the reporting period in regard to Council resolutions and actions relating to heritage planning.
<b>Key Achievements</b>			
Continued review of heritage items and heritage conservation areas and new listings assisted by the Heritage Reference Committee.			

**Operational Plan Tasks**

Code	Description	Progress	Comments
P5.1.1.1.1	Identify gaps in existing strategies and plans.  <i>Responsible Officer: Manager Urban Planning</i>	 50%	The review of 13 items deferred from the Ku-ring-gai Local Environmental Plan (KLEP) has been completed and a planning proposal to list 5 of the properties is being prepared.  The review of HCAs in Pymble and Middle Harbour Road, Lindfield has commenced.  An Interim Heritage Order was made for 62-62 Mona Vale, Pymble (Lanosa). Planning proposals to list 62-62 Mona Vale, Pymble (Lanosa) and 950 Pacific Highway, Pymble (Former 3M building) have been exhibited and are now being finalised.  Deferred items from the KLEP 2013 were reviewed and Draft State Heritage Inventory forms for the Heritage Reference Committee are being finalised.  Heritage provisions in the KLEP DCP were finalised.
P5.1.1.1.2	Monitor heritage provisions for the Ku-ring-gai Development Control Plan and Local Centres Development Control Plan 2012.  <i>Responsible Officer: Manager Urban Planning</i>	 75%	A thorough review of heritage provisions was undertaken as part of the preparation of The Principal DCP KLEP 2013. The revised provisions will be incorporated into the Local Centres DCP as part of its review process. Further refinement of HCA inventory sheets and contribution mapping will be an ongoing process.

P5.1.1.1.3	Develop information and training modules for the community.  <i>Responsible Officer: Manager Urban Planning</i>	 50%	The preparation of information and training modules for the community has commenced. The package will be rolled out in conjunction with Principal DCP information.
P5.1.1.1.4	Protection of heritage through the development assessment process is consistent with State and local government controls.  <i>Responsible Officer: Manager Development Assessment Services</i>	 50%	The team ensures that adequate regard is given to heritage protection during the development assessment process and that development is consistent with Council policy and State controls.

### Critical Action

Code	Description	Progress	Comments
P5.1.1.2	Protect and effectively manage Ku-ring-gai's Aboriginal heritage assets in conjunction with the Aboriginal Heritage Office.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 50%	Aboriginal heritage awareness training forms part of Council's Environmentally Sensitive Land's training program and an Aboriginal heritage data access procedure has recently been developed

### Operational Plan Tasks

Code	Description	Progress	Comments
P5.1.1.2.1	Deliver management actions and training to protect and manage Aboriginal heritage, including actions in the Biodiversity Strategy.  <i>Responsible Officer: Manager Environment &amp; Sustainability</i>	 50%	Aboriginal heritage awareness training forms part of Council's Environmentally Sensitive Land's training program. An Aboriginal heritage data access procedure has been developed. Field auditing of all Aboriginal heritage sites has been undertaken to validate AHO GIS data. DEKHO has been updated to reflect better site fidelity.

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

### Critical Action

Code	Description	Progress	Comments
P5.1.2.1	Prepare conservation management plans for heritage assets within available resources.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 12%	Limited progress was made during the reporting period on the preparation of conservation management plans for Council owned buildings. <b>Reason</b> Limited staff resources were employed on other competing projects including the finalisation of Principal LEP and DCP.



			<p><b>Remedial Action</b></p> <p>Opportunities will be further investigated by the new Heritage Specialist Planner in consultation with the Heritage Reference Committee.</p>
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**Challenges**

Identifying a suitable funding source to prepare CMPs. there is not, and has never been, a dedicated budget for this project.

**Operational Plan Tasks**

Code	Description	Progress	Comments
P5.1.2.1.1	<p>Identify resources for the development and implementation of heritage conservation management plans.</p> <p><b>Responsible Officer:</b> <i>Manager Urban Planning</i></p>	 <p>25%</p>	<p>No further work was undertaken on this task during the reporting period.</p> <p><b>Reason</b></p> <p>Investigations into resourcing options have been unable to identify funding opportunities or other resources to undertake the work.</p> <p><b>Remedial Action</b></p> <p>Opportunities will be further investigated by the new Heritage Specialist Planner in consultation with the Heritage Reference Committee.</p>
P5.1.2.1.2	<p>Develop prioritisation criteria and identify Councils properties requiring Conservation Management Plan's.</p> <p><b>Responsible Officer:</b> <i>Manager Urban Planning</i></p>	 <p>0%</p>	<p>No work was undertaken on this task during the reporting period.</p> <p><b>Reason</b></p> <p>During the reporting period other heritage activities took priority including the Principal Development Control Plan and review of heritage items and heritage conservation areas as part of the Principal LEP refinement.</p> <p><b>Remedial Action</b></p> <p>Work will be undertaken by the new Heritage Specialist Planner in consultation with the Heritage Reference Committee in early 2015.</p>

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

**Critical Action**

Code	Description	Progress	Comments
P5.1.3.1	<p>Local and cultural history is recognised and promoted.</p> <p><b>Responsible Officer:</b> <i>Director Strategy &amp; Environment</i></p>	 <p>50%</p>	<p>Local and cultural history is recognised and promoted. in consultation with Council's Heritage Reference Committee and consultation with key stakeholders.</p>

## Operational Plan Tasks

Code	Description	Progress	Comments
P5.1.3.1.1	Develop a program of heritage activities to promote local heritage.  <i>Responsible Officer: Manager Urban Planning</i>	 50%	During the reporting period ideas on a program of heritage activities to promote local heritage have been discussed at meetings of the Heritage Reference Committee.
P5.1.3.1.2	Finalise and implement a pilot heritage walk in consultation with key stakeholders.  <i>Responsible Officer: Manager Urban Planning</i>	 50%	The proposal was discussed with the Heritage Reference Committee and initial ideas presented to prepare a pilot heritage walk, this will also include consultation with key stakeholders.
P5.1.3.1.3	Investigate heritage signage opportunities.  <i>Responsible Officer: Manager Urban Planning</i>	 50%	The proposal was discussed with the Heritage Reference Committee and initial ideas presented on heritage signage opportunities as part of an overall heritage walk in Ku-ring-gai.

## Critical Action

Code	Description	Progress	Comments
P5.1.3.2	Local Aboriginal history is recognised and promoted.  <i>Responsible Officer: Director Community</i>	 50%	Following successful 2014 events, planning for NAIDOC and Guringai Festivals is under way to present several events at the Wildflower Garden and around the Ku-ring-gai local government area.

## Key Achievements

55 residents attended NAIDOC week campfire yarns and didgeridoo session with Aboriginal Elder Walangari Kantawarra.

## Operational Plan Tasks

Code	Description	Progress	Comments
P5.1.3.2.1	Promote Aboriginal culture at the Wildflower Garden and on Council's website.  <i>Responsible Officer: Manager Community &amp; Recreation Services</i>	 50%	Planning for NAIDOC and Guringai Festivals is under way and will see several events in the Wildflower Garden during these festivals. Planning for 2015 events that include aspects of Aboriginal Culture are currently underway.

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

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

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

**Critical Action**

Code	Description	Progress	Comments
P6.1.1.1	Engage with community partners to improve Councils sporting and recreational facilities.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 47%	Council has worked with the YMCA NSW to open and deliver the Ku-ring-gai Fitness and Aquatic Centre including the fit out and equipment for key areas including the gym, child minding, cafe and swim school.  A wide range of grant funding program applications were submitted, including NSW Sport and Recreation Facility Grants Program, NSW ClubGrants Program, and Public Reserves Management Fund Program.  The following grants have been received in the last six months to help improve our sporting and recreation facilities:  Grant of \$33,000 received for Ku-ring-gai Bicentennial Park playground from NSW Community Building Partnership.  Grant of \$67,500 and loan of \$282,500 received for St Ives Showground general upgrade works from Crown Lands Public Reserves Management Fund Program.  Grant of \$50,000 for St Ives Showground accessible toilet at new regional playground, seats and shelters from Crown Lands Public Reserves Management Fund Program.

**Operational Plan Tasks**

Code	Description	Progress	Comments
P6.1.1.1.1	Pursue improvement of facilities through partnerships and external funding opportunities.  <i>Responsible Officer: Manager Strategic Projects</i>	 50%	Community Building Partnership grant of \$33,000 received for Ku-ring-gai Bicentennial Park Regional Playground upgrade.  Public Reserves Management Fund Program grant of \$67,500 and loan of \$282,500 received for St Ives Showground general upgrade works.  Public Reserves Management Fund Program grant of \$50,000 awarded in January 2015 for St Ives Showground accessible toilet, seats and shelters at regional playground.  North Shore Junior Cricket Association contribution of \$15,000 for 50% cost of new cricket wicket at Darnley Oval Gordon and 25% cost of new cricket wicket at Mimosa Oval Turramurra.  Hornsby Ku-ring-gai Hills District Cricket Association contribution of \$5000 for 25% cost of new cricket wicket at Mimosa Oval Turramurra.



<p>P6.1.1.1.2</p>	<p>Investigate and apply for grant funding opportunities to improve recreational facilities.</p> <p><b>Responsible Officer:</b> <i>Manager Community &amp; Recreation Services</i></p>	<p> 50%</p>	<p>Grant of \$33,000 received for Ku-ring-gai Bicentennial Park playground from NSW Community Building Partnership Program.</p> <p>Grant of \$67,500 and loan of \$282,500 received for St Ives Showground general upgrade works from Crown Lands Public Reserves Management Fund Program.</p> <p>Grant of \$50,000 awarded in January 2015 for St Ives Showground accessible toilet at new regional playground, seats and shelters from Crown Lands Public Reserves Management Fund Program.</p> <p>Contribution of \$15,000 received from North Shore Junior Cricket Association for 50% cost of new cricket wicket at Darnley Oval Gordon and 25% cost of new cricket wicket at Mimosa Oval Turramurra.</p> <p>Contribution of \$5,000 received from Hornsby Ku-ring-gai Hills District Cricket Association for 25% cost of new cricket wicket at Mimosa Oval Turramurra.</p>
<p>P6.1.1.1.3</p>	<p>Facilitate a regular sporting forum and information on Council's website.</p> <p><b>Responsible Officer:</b> <i>Manager Community &amp; Recreation Services</i></p>	<p> 40%</p>	<p>Information for community facilities are regularly being updated on Council's website and Facebook pages. In this reporting period , responses for information about the Ku-ring-gai Fitness and Aquatic Centre has been very popular within the community.</p> <p>Further discussions have been made with operations and strategy to review the format of the forum to provide beneficial information to the sporting clubs, associations and community groups.</p> <p><b>Reason</b></p> <p>With the commencement of the summer season in September, the next available opportunity for the Sports Forum will be in March/April 2015 at the close of summer season and at the start of the winter season. Key staff committed to completion and opening of KFAC in this quarter was a contributing resource issue.</p> <p><b>Remedial Action</b></p> <p>Meeting with Sport &amp; Recreation Planner, Park Operations and Open Space Projects to collectively discuss the forum and develop a useful and enticing information session for our major stakeholders.</p>

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

**Critical Action**

Code	Description	Progress	Comments
P6.1.2.1	<p>Deliver Council's adopted open space capital works program.</p> <p><b>Responsible Officer:</b> Director Operations</p>	 <p>48%</p>	<p>Significant works were progressed during the reporting period. This included:</p> <p>Wahroonga Park Playground Upgrade – All on-site works completed and park reopened for use.</p> <p>Koola Park Upgrade – all tender documentation completed with tender to be released in January 2015.</p> <p>Echo Point Seawall – engineering design and specification completed.</p> <p>Golden Jubilee Power Upgrade – tender process completed with on-site work on track for completion by mid-January – Ausgrid energisation application completed with final connection mid-February.</p> <p>Kent Road Oval Car Park Rebuild – design completed and contractor appointed with confirmed start date of mid-January.</p> <p>Allan Small Car Park Rebuild – construction commenced.</p> <p>Sports Courts Upgrade – Procurement process completed contractors appointed with confirmed start date of 2nd February.</p> <p>Howson Oval Upgrade – project brief confirmed, procurement documentation partly complete.</p> <p>Hassel Park Upgrade - project brief confirmed, procurement documentation partly complete.</p> <p>Stage 3 Cycleways – All works completed.</p> <p>Demolition of 8, 10 and 12 Bent Street completed and St Ives Village Green Scout and Guide Halls.</p> <p>New Road Dumaresq to McIntyre Street – demolition / land clearance completed, design and specification completed, tender documentation completed, tender documents on track for release 13 January.</p> <p>Mimosa and Darnley Oval Cricket wicket replacement works completed.</p>
<b>Challenges</b>			
Project delays due to weather, material delays and unforeseen delays caused by external agencies - e.g. Ausgrid and Telstra			

## Operational Plan Tasks

Code	Description	Progress	Comments
P6.1.2.1.1	<p>Designs are prepared and environmental approvals obtained for the delivery of the open space capital works program.</p> <p><b>Responsible Officer:</b> <i>Manager Strategic Projects</i></p>	 50%	<p>Design were prepared and environmental approvals obtained for Kent Road Oval car park, Allan Small Park car park, Bicentennial Park Accessible Path to Norman Griffiths Oval amenities, Echo Point Park Seawall, Bicentennial Park War Memorial Relocation &amp; Upgrade, Wahroonga Park Toilet Block and landscape works, McKenzie Park Shelter, and Koola Park Stage 3. Other design and approvals nearing completion include Turramurra Memorial Park Youth Precinct, Cameron Park Extension, Carcoola Reserve new park, East Roseville Community Centre Playground, Golden Jubilee Field baseball practice nets roofing and water recycling system.</p>
P6.1.2.1.2	<p>Report on compliance with environmental approvals for open space capital works projects.</p> <p><b>Responsible Officer:</b> <i>Manager Strategic Projects</i></p>	 50%	<p>Environmental approval conditions were implemented for all open space projects under construction, including Wahroonga Park Playground, Allan Small Park Upgrade, Warrimoo Avenue Scout and Guides halls and car park, Norman Griffiths Oval access pathway, New road McIntyre to Dumaresq Street, Bent Street property demolitions, demolition of St Ives Village Green Scout and Guides halls.</p>
P6.1.2.1.3	<p>Report on completed concept designs and acceptance by the community and Council.</p> <p><b>Responsible Officer:</b> <i>Manager Strategic Projects</i></p>	 50%	<p>Open space designs that have been prepared, accepted by the community, and had environmental approvals obtained include new Rotary of Roseville Chase park at Malga Avenue Roseville Chase, Kent Road Oval car park Turramurra, Allan Small Park car park East Killara, Bicentennial Park Accessible Path to Norman Griffiths Oval amenities West Pymble, Echo Point Park Seawall Roseville Chase, Bicentennial Park War Memorial Relocation &amp; Upgrade West Pymble, Wahroonga Park Toilet Block and landscape works, McKenzie Park landscape works and seats Wahroonga, and Koola Park Redevelopment Stage 3 East Killara. Other design and approvals that have been accepted by the community and are nearing completion include Turramurra Memorial Park Youth Precinct, Cameron Park Extension, Carcoola Reserve new park, East Roseville Community Centre Playground, and Golden Jubilee Field baseball practice nets roofing and water recycling system.</p>

P6.1.2.1.4	<p>Conduct appropriate consultation, identify outcomes of community consultation and actions to address community concerns.</p> <p><b>Responsible Officer:</b> <i>Manager Strategic Projects</i></p>	 50%	<p>Open space capital works projects that have involved community consultation include new cricket wickets at Mimosa Oval Turramurra and Darnley Oval Gordon, new Rotary of Roseville Chase park at Malga Avenue Roseville Chase, Kent Road Oval car park Turramurra, Allan Small Park car park East Killara, Bicentennial Park Accessible Path to Norman Griffiths Oval amenities West Pymble, Echo Point Park Seawall Roseville Chase, Bicentennial Park War Memorial Relocation &amp; Upgrade West Pymble, Wahroonga Park toilet block and landscape works, McKenzie Park landscape works and seats Wahroonga, and Koola Park Redevelopment Stage 3 East Killara. Other open space designs that have progressed during the quarter include St Ives Showground Regional Playground, Turramurra Memorial Park Youth Precinct, Cameron Park extension, Carcoola Reserve new park, and East Roseville Community Centre Playground.</p>
P6.1.2.1.5	<p>Prepare a local government area wide Playgrounds Strategy.</p> <p><b>Responsible Officer:</b> <i>Manager Strategic Projects</i></p>	 40%	<p>Mapping has been completed for the whole LGA to identify gaps in the provision of playgrounds. Strategy to be prepared during third and fourth quarters.</p> <p><b>Reason</b></p> <p>This project has been delayed due to higher priority projects.</p> <p><b>Remedial Action</b></p> <p>The Strategy to be prepared during the third and fourth quarters.</p>

### Critical Action

Code	Description	Progress	Comments
P6.1.2.2	<p>Prepare district park masterplans to inform the forward open space capital works program.</p> <p><b>Responsible Officer:</b> <i>Director Strategy &amp; Environment</i></p>	 25%	<p>Consultant landscape architects have been appointed for North Pymble Park. A preliminary draft landscape masterplan was completed ready for community consultation early in the third quarter. That will be followed by a report to Council for public exhibition.</p> <p>The district park masterplan for Hassall Park in St Ives has been deleted from the current program and is to be considered for inclusion again in another 3 years.</p> <p><b>Reason</b></p> <p>North Pymble Park, consultant landscape architects have been appointed. Preliminary draft landscape masterplan completed ready for community consultation early in third quarter.</p> <p>The district park masterplan for Hassall Park in St Ives has been deleted from the current program and is to be considered for inclusion again in another 3 years.</p>



			<p><b>Remedial Action</b></p> <p>North Pymble Park, consultant landscape architects have been appointed. Preliminary draft landscape masterplan completed ready for community consultation early in third quarter.</p>
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**Operational Plan Tasks**

Code	Description	Progress	Comments
P6.1.2.2.1	<p>Prepare District Park Land Master Plan for Hassall Park, St Ives.</p> <p><i>Responsible Officer: Manager Strategic Projects</i></p>	 <p>0%</p>	<p>An internal review of park upgrade priorities found that Hassall Park is in good condition following the recent installation of sports field drainage. As a result the Park has been given a lower priority ranking compared to other District Parks and moved from 2014/15 Operational Plan to the 2016/17 draft Operational Plan.</p> <p><b>Reason</b></p> <p>It is proposed to defer the preparation of the Hassall Park Landscape Master Plan from the 2014/15 Operational Plan and include it in the draft 2016/17 Operational Plan.</p> <p><b>Remedial Action</b></p> <p>The project shall be reconsidered for inclusion in the draft 2016/17 Operational Plan.</p>
P6.1.2.2.2	<p>Complete district park masterplan for natural grass athletics facility at North Pymble Park.</p> <p><i>Responsible Officer: Manager Strategic Projects</i></p>	 <p>50%</p>	<p>Consultant landscape architects have been appointed. A preliminary draft landscape masterplan has been completed ready for community consultation early in the third quarter. That will be followed by a report to Council for public exhibition.</p>

**Critical Action**

Code	Description	Progress	Comments
P6.1.2.3	<p>Community Land Plans of Management are regularly reviewed.</p> <p><i>Responsible Officer: Director Strategy &amp; Environment</i></p>	 <p>25%</p>	<p>The Marian Street Theatre Plan of Management (POM), is on hold until a report has been given to Council and a resolution is made regarding future viability and use of the theatre.</p> <p>The Canoon Road Recreation Area Draft Landscape Masterplan and plan of management are nearing completion. The reporting of these to Council was delayed to make amendments to the preliminary draft plan of management following meetings with the community and stakeholder groups. The matter will be reported to Council in February 2015.</p> <p>Council has resolved to place the Plan of Management and Draft Masterplan for the St Ives Showground and Precinct Lands on public exhibition. The results of the public exhibition shall be reported to Council in the third quarter.</p>



			<p>The plan of Management for Community Group Centre and Carpark, St Ives shall commence in third quarter.</p> <p><b>Reason</b></p> <p>The Marian Street Theatre POM, is on hold until a report has been given to Council and a resolution is made regarding future viability and use of the theatre.</p> <p>The Canoon Road Recreation Area Draft Landscape Masterplan and plan of management delayed to make amendments to the preliminary draft plan of management following meetings with the community and stakeholder groups.</p> <p>The Plan of Management for the Community Group Centre and Carpark, St Ives shall commence in third quarter.</p> <p><b>Remedial Action</b></p> <p>The Canoon Road Recreation Area Draft Landscape Masterplan will be reported to Council in February 2015.</p> <p>The results of the public exhibition of the St Ives Showground and Precinct Lands Plan of Management and Draft Masterplan shall be reported to Council in the third quarter.</p> <p>The plan of Management for Community Group Centre and Carpark, St Ives shall commence in third quarter.</p>
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### Operational Plan Tasks

Code	Description	Progress	Comments
P6.1.2.3.1	<p>Complete Plan of Management for Community Group Centre and Carpark, St Ives.</p> <p><b>Responsible Officer:</b> <i>Manager Community &amp; Recreation Services</i></p>	 <p>0%</p>	<p>Project to commence in third quarter.</p> <p><b>Reason</b></p> <p>This project has been delayed due to other priorities. The project will commence in the third quarter.</p> <p><b>Remedial Action</b></p> <p>Project to commence in third quarter.</p>
P6.1.2.3.2	<p>Complete Plan of Management for Marian Street Theatre.</p> <p><b>Responsible Officer:</b> <i>Manager Community &amp; Recreation Services</i></p>	 <p>0%</p>	<p>Council resolved on 28 October 2014 to engage an independent consultant to determine community priorities for a theatre in Ku-ring-gai and the results of the community consultation be reported to Council.</p> <p>Commencement of this project is pending completion of the community consultation and subsequent review and resolution by Council regarding the future viability and use of the theatre, which is being undertaken during the third quarter.</p> <p><b>Reason</b></p> <p>This project is on hold until Council resolution regarding the future viability and use of the theatre.</p>

			<b>Remedial Action</b> It is recommended that this project be deferred from the 2014/15 Operational Plan until Council resolves the future viability and use of the theatre.
P6.1.2.3.3	Complete Plan of Management for Canoon Road Recreation Area.  <i>Responsible Officer: Manager Strategic Projects</i>	 50%	The Draft Landscape Masterplan and plan of management are nearing completion. The reporting of these to Council was delayed to make amendments to the preliminary draft plan of management following meetings with the community and stakeholder groups. The matter will be reported to Council in February 2015.
P6.1.2.3.4	Complete Plan of Management for the St Ives Showground and Precinct Lands.  <i>Responsible Officer: Manager Strategic Projects</i>	 50%	Council has resolved to place the Plan of Management for the St Ives Showground and Precinct Lands and the Draft Masterplan on public exhibition. The results of the public exhibition shall be reported to Council in the third quarter.

### Critical Action

Code	Description	Progress	Comments
P6.1.2.4	Ensure existing recreation and sporting facilities are maintained in accordance with asset management strategy and plans.  <i>Responsible Officer: Director Operations</i>	 50%	Recreation and sporting facilities have been maintained for the report period in accordance with service levels and programs. Asset refurbishment works have been undertaken at a number of locations.

### Key Achievements

Completion of sportsfield changeover program in time for commencement of Summer season.  
Completion of refurbishment of JUBES mountain bike facility.

### Operational Plan Tasks

Code	Description	Progress	Comments
P6.1.2.4.1	Complete Park Asset Refurbishment Program at priority locations and report on progress.  <i>Responsible Officer: Manager Open Space Operations</i>	 50%	Four playground sites have been refurbished over the December 2014 period. The length of time to refurbish sites varies according to the work involved, however it is proposed to complete a minimum of 20 sites per year along with the re-active work and other projects that eventuate.
P6.1.2.4.2	Complete maintenance program for parks and sportsfields within agreed maintenance service levels.  <i>Responsible Officer: Manager Open Space Operations</i>	 50%	Maintenance of parks and sportsfields has been completed to agreed levels during this period. Over 90% of sites have been completed on a weekly basis.

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

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

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

**Critical Action**

Code	Description	Progress	Comments
P7.1.1.1	A prioritised program of improvements to community meeting rooms, halls, buildings and facilities is being implemented.  <i>Responsible Officer: Director Operations</i>	 42%	Stage 2 comprising audit of building components for Amenities and Clubhouses is on track for completion by March 2015. Collected data from Stage 1 is currently being entered into the NAMs database, and prepared floorplans scanned into TRIM.  <b>Reason</b> Project staff tasked offline on priority item to rectify Council owned commercial leased building for tenants.  <b>Remedial Action</b> Project staff tasked to completion of audit stage 2 by April 2015.

**Operational Plan Tasks**

Code	Description	Progress	Comments
P7.1.1.1.1	Review building conditions at component level and report six monthly.  <i>Responsible Officer: Manager Engineering Operations</i>	 50%	Stage 2 is on track for completion by March 2015 for the audits on Amenities and Clubhouses.
P7.1.1.1.2	Implement an improvement program for the maintenance, renewal and upgrade of Council's buildings and report on progress.  <i>Responsible Officer: Manager Engineering Operations</i>	 50%	Additional Preventative Maintenance has been added into 2015/16 Building Maintenance Program, to reflect actual works being carried out over the years. Capital Works will be reviewed through the condition audit reporting, upon completion of the audit
P7.1.1.1.3	Finalise service level agreement for Council's buildings in-line with community requirements and available resources.  <i>Responsible Officer: Manager Engineering Operations</i>	 25%	Draft service levels have been prepared for review.  <b>Reason</b> Additional works and reactive items requiring focus to deliver prior to the end of 2014.  <b>Remedial Action</b> The task will be progressed in the third and fourth quarters.

### Critical Action

Code	Description	Progress	Comments
P7.1.1.2	<p>Council progressively introduces sustainability performance standards for Council buildings and facilities.</p> <p><b>Responsible Officer:</b> Director Operations</p>	 0%	<p>A number of sustainability performance standards for buildings and facilities have been reviewed, however the development of Council specific performance standards are yet to be developed.</p> <p><b>Reason</b></p> <p>Competing work priorities has resulted in a delay in this task progressing.</p> <p><b>Remedial Action</b></p> <p>Additional staff resources have been allocated to this task to ensure progress is made over the next two quarters.</p>

### Operational Plan Tasks

Code	Description	Progress	Comments
P7.1.1.2.1	<p>Develop sustainability performance standards for Council buildings and facilities.</p> <p><b>Responsible Officer:</b> Manager Environment &amp; Sustainability</p>	 0%	<p>No progress has been made on this task during this reporting period.</p> <p><b>Reason</b></p> <p>Staff resources were not available in this reporting period to progress this task.</p> <p><b>Remedial Action</b></p> <p>This task will be progressed in the next two quarters.</p>

### Critical Action

Code	Description	Progress	Comments
P7.1.1.3	<p>Council implements an energy and water conservation and efficiency program for Council buildings and facilities.</p> <p><b>Responsible Officer:</b> Director Strategy &amp; Environment</p>	 30%	<p>As part of Council's energy management program, lighting upgrades, solar PV and HVAC upgrades at the Thomas Carlyle Children's Centre, and lighting upgrades at the Gordon Library are being delivered this year. An assessment of the suitability of solar PV at the Ku-ring-gai Fitness and Aquatic Centre is also being undertaken.</p> <p><b>Reason</b></p> <p>A staff resource gap has delayed the planning and implementation of energy efficiency works for 2014/15.</p> <p><b>Remedial Action</b></p> <p>Additional resources are being sourced to ensure that all energy efficiency works are completed in the required time frames.</p>

## Operational Plan Tasks

Code	Description	Progress	Comments
P7.1.1.3.1	<p>Implement prioritised energy and water conservation and efficiency works program.</p> <p><b>Responsible Officer:</b> <i>Manager Environment &amp; Sustainability</i></p>	 30%	<p>The procurement of services for an energy efficient lighting design at Gordon Library has been completed, with design work to commence in the third quarter. A RFQ has been initiated for solar PV at the Thomas Carlyle Children's Centre, with installation to begin in the third quarter. RFQs for lighting upgrades and HVAC upgrades at the Thomas Carlyle Children's Centre are yet to be initiated - this is to be completed in the third quarter. A preliminary assessment of solar monitoring options has been undertaken, with installation of a trial system to begin in the third quarter. A preliminary assessment of the suitability of solar PV at the Ku-ring-gai Fitness and Aquatic Centre has been undertaken, with a RFQ for system design to be initiated in the third quarter.</p> <p><b>Reason</b></p> <p>A staff resource gap has delayed the planning and implementation for all energy efficiency works.</p> <p><b>Remedial Action</b></p> <p>Additional resources are being sourced to ensure that all energy efficiency works are completed in the required time frames.</p>

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

### Critical Action

Code	Description	Progress	Comments
P7.1.2.1	<p>Provide accommodation for identified community services in line with Community Leasing Policy.</p> <p><b>Responsible Officer:</b> <i>Director Community</i></p>	 50%	<p>During the reporting period 4 new leases/licences were negotiated and the contract for the new Fitness &amp; Aquatic Centre commenced. Council's halls and meeting rooms continue to be well utilised by both permanent and casual hirers.</p>
<b>Key Achievements</b>			
<p>7 new permanent hire arrangements commenced in our halls and meeting rooms.            4 lease renewals under Council's Community leasing policy were commenced.</p>			

## Operational Plan Tasks

Code	Description	Progress	Comments
P7.1.2.1.1	<p>Community leases are reviewed and implemented in-line with leasing policy.</p> <p><b>Responsible Officer:</b> <i>Manager Community &amp; Recreation Services</i></p>	 <p>50%</p>	<p>During the reporting period 4 new leases/licences were negotiated and the contract for the new Fitness &amp; Aquatic Centre commenced and open to the public.</p> <p>The Ku-ring-gai Amateur Swimming Club licence was completed together with completed negotiations for new licence agreements to Ku-ring-gai Neighbourhood Centre, Pymble-Turramurra Preschool and Wahroonga Rugby Club.</p> <p>In addition to the above, approval for adjusting the contract for the management of the North Turramurra Golf Course was obtained, resulting in a sustainable outcome that would allow the manager to continue operating during construction works.</p>
P7.1.2.1.2	<p>Provide community halls and meeting rooms to permanent and casual hirers.</p> <p><b>Responsible Officer:</b> <i>Manager Community &amp; Recreation Services</i></p>	 <p>50%</p>	<p>Council's halls and meeting rooms again continued to be well utilised by both permanent and casual hirers. During the reporting period hall and meeting room income s revenue was \$120 K above budget which reflects strong demand for hire space due to limited number of community facilities.</p> <p>Some highlights include 7 new hire arrangements at St Ives Hall, East Lindfield Hall, St Ives Community Groups Meeting Room, West Pymble Hall and Gordon Library Meeting Room.</p>

## Critical Action

Code	Description	Progress	Comments
P7.1.2.2	<p>Review utilisation and determine expansion opportunities for St Ives Precinct.</p> <p><b>Responsible Officer:</b> <i>Director Community</i></p>	 <p>50%</p>	<p>Staff have worked to significantly establish a range of Visitor Services in late 2014. The capital ongoing improvements were focused on developing quality visitor experiences at the Wildflower Garden, and the Visitors Centre was opened in November 2014. The Centre, which includes a retail area and native plant nursery, is the first point of contact for information about walks and programs for the Precinct.</p> <p>New programs have been developed internally and externally with event providers, particularly following the success of the Medieval Faire in September the Precinct is growing in enquires by external event providers.</p>

## Operational Plan Tasks

Code	Description	Progress	Comments
P7.1.2.2.1	<p>Promote the new Wildflower Garden facilities for community functions, corporate and educational programs.</p> <p><b>Responsible Officer:</b> <i>Manager Community &amp; Recreation Services</i></p>	 50%	<p>Caley's Pavilion was officially launched in November 2011 as a multi-purpose wedding, corporate and corporate function venue with improved seating, av system and catering facilities.</p> <p>It is already being used extensively for meetings and celebrations.</p> <p>Caley's Pavilion is also being used for a regular Seniors Movie Club and for other environmental education programs.</p>
P7.1.2.2.2	<p>Undertake Stage 2 priority improvements to the Wildflower Garden and visitor facilities.</p> <p><b>Responsible Officer:</b> <i>Manager Community &amp; Recreation Services</i></p>	 50%	<p>The stage 2 improvements were focused on improving the visitor experiences at the Wildflower Garden. A major part was achieved on 22nd November with the opening of the Visitor Centre. The Centre is the first point of information on walks and programs for the Precinct and a shop area and nursery has also been developed.</p> <p>An audit of the signage requirements has been conducted and a plan to complete the refurbishment of the Precinct signage is being implemented.</p>
P7.1.2.2.4	<p>Implement programs to expand usage at the Wildflower Garden and St Ives Showground.</p> <p><b>Responsible Officer:</b> <i>Manager Community &amp; Recreation Services</i></p>	 50%	<p>New programs have been developed internally and externally with event providers, particularly following the success of the Medieval Faire in September the Precinct is growing in enquires by external event providers.</p> <p>The staff structure was finalised in the quarter with the appointment of the Team Leader Tourism and Visitation and the Visitor Information Advisor managing the new Visitor Centre to significantly improve the provision of Visitor Services in 2015.</p> <p>New programs are now being planned as part of an overall Calendar of Events for 2015 and existing events such as Wildflower Garden Festival will be upgraded with an Arts component, a sculpture walk and family entertainment.</p> <p>The Plan of Management for the Precinct was also placed on Public Exhibition in December.</p>

## Critical Action

Code	Description	Progress	Comments
P7.1.2.3	<p>Tennis and court facilities are available for coaching, programs and social play.</p> <p><b>Responsible Officer:</b> <i>Director Community</i></p>	 50%	<p>Council's tennis courts continue to be popular for a range of social programs, permanent hire, coaching and school usage. During November and December the renewal of 15 major coaches and 106 permanent tennis hirers was completed.</p>

## Operational Plan Tasks

Code	Description	Progress	Comments
P7.1.2.3.1	<p>Improve visitor signage and promotion of the online booking system procedures for tennis hire.</p> <p><b>Responsible Officer:</b> <i>Manager Community &amp; Recreation Services</i></p>	 50%	<p>The new signage at all tennis court venues working effectively with the community and hirers of the courts.</p> <p>The online booking system continues to work efficiently for casual hirers and coaches. Ongoing education to our users is required as is the continual development of the software.</p> <p>The Open Space Ranger position was vacant for the majority of the final quarter which has had some negative impacts through unauthorised use and management of the 72 courts. This position should be filled early 2015.</p> <p>Further strategies will be reviewed in 2015 to increase participation across Council's tennis courts such as Hot Shots, social tennis and working with Tennis NSW.</p>

## Critical Action

Code	Description	Progress	Comments
P7.1.2.4	<p>Golf courses are professionally managed in line with industry standards.</p> <p><b>Responsible Officer:</b> <i>Director Community</i></p>	 50%	<p>The North Turrumurra golf course is undergoing preparation for the re-opening of the new course in 2015. The current Golf Professional will continue to manage the transition to the new holes. The current program is to open the Stage 1 holes following grow in and establishment around May 2015.</p> <p>The future of the Gordon Golf Course will be determined following community consultation and other reports, in the meantime the club and professional arrangements will continue.</p>

## Key Achievements

Completion of the Stage 1 holes at North Turrumurra Recreation Area (NTRA) and grow in of turf.  
Successful junior golf programs continued at North Turrumurra Golf Course with 135 registrations and 100% occupancy in holiday programs.

## Operational Plan Tasks

Code	Description	Progress	Comments
P7.1.2.4.1	<p>Market the new North Turrumurra course to existing and future customers with the course professional.</p> <p><b>Responsible Officer:</b> <i>Manager Community &amp; Recreation Services</i></p>	 50%	<p>Currently in preparation for the re-opening of the new golf course in 2015. A marketing plan and program is being developed with the Course professional.</p>

P7.1.2.4.2	Manage the transition to the new golf course at North Turramurra Recreation Area.  <b>Responsible Officer:</b> <i>Manager Community &amp; Recreation Services</i>	 50%	Currently in preparation for the re-opening of the new golf course in 2015 with meeting and preparations with the Golf Professional under way to manage the transition to the new holes. The current program is to open the Stage 1 holes following grow in and establishment around May 2015.
P7.1.2.4.3	Review management and operational structure for Gordon Golf Course.  <b>Responsible Officer:</b> <i>Manager Community &amp; Recreation Services</i>	 50%	Following resolutions regarding the future of the Gordon Golf Course an independent consultant is currently examining the impacts on public round and the current golf course financial structure and will advise recommendation in early 2015.
P7.1.2.4.4	Implement electronic card system for North Turramurra Golf Course.  <b>Responsible Officer:</b> <i>Manager Community &amp; Recreation Services</i>	 50%	Currently reviewing Electronic Card System options with the Professional in preparation for the re-opening of the new golf course in 2015.

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

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

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

**Critical Action**

Code	Description	Progress	Comments
P8.1.1.1	Development Contributions Plans are updated and implemented.  <b>Responsible Officer:</b> <i>Director Strategy &amp; Environment</i>	 50%	Updating of inflation by CPI and Established House Price Index proceeding quarterly as scheduled.  Council staff have investigated a review. This is contingent on the trigger of new state government legislation. Investigation completed for the period to December 2014.

## Operational Plan Tasks

Code	Description	Progress	Comments
P8.1.1.1.1	Investigate a review of the contributions plan to take into account current census data, draft Sydney Metropolitan Strategy and local centres Local Environmental Plan and new planning legislation. <b>Responsible Officer:</b> Manager Urban Planning	 50%	Council staff have investigated a review. This is contingent on the trigger of new state government legislation. Investigation completed for the period to December 2014.
P8.1.1.1.2	Manage current contributions system, receipting and indexation. <b>Responsible Officer:</b> Manager Urban Planning	 50%	Updating of inflation by CPI and Established House Price Index proceeding quarterly as scheduled.

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

## Critical Action

Code	Description	Progress	Comments
P8.1.2.1	Asset Management Plans are in place for all asset classes and identify community expectations and defined service levels. <b>Responsible Officer:</b> Director Operations	 50%	Council has a full suite of Asset Management Plans for all asset classes. Asset Management Plans document the levels of service for each asset class and how Council intends to meet those levels of service in the most cost effective manner.  A consultant is assisting in the review our asset data and funding requirements. The revised information will be updated into the Resourcing Strategy, Asset Management Strategy and Asset Management Plans early 2015.

## Key Achievements

Council has a full suite of Asset Management Plans which document levels of service for each asset class and how Council intends to meet those levels of service in the most cost effective manner.

## Operational Plan Tasks

Code	Description	Progress	Comments
P8.1.2.1.1	Revise Asset Management Plans to document maintenance, renewal and upgrade requirements in-line with community service levels. <b>Responsible Officer:</b> Manager Integrated Planning Property & Assets	 50%	The Asset Management Plans document the levels of service for each asset class and how Council intends to meet those levels of service in the most cost effective manner.  Council has engaged a consultant to assist in the review of our asset data and funding requirements and this will be completed in February 2015. The revised information will be updated into the Resourcing Strategy and Asset Management Plans.

## Critical Action

Code	Description	Progress	Comments
P8.1.2.2	Council's capital works and operational programs are delivered.  <i>Responsible Officer: Director Operations</i>	 60%	Capital Works for roads and footpaths are ahead of schedule. Capital works progressing satisfactorily with survey undertaken on all projects, design completed on 50% of projects and on track for completion before the end of the financial year.

## Operational Plan Tasks

Code	Description	Progress	Comments
P8.1.2.2.1	Deliver annual capital works program on time and within budget.  <i>Responsible Officer: Director Operations</i>	 50%	Council's road projects are on track for completion by April 2015 with the footpath program is scheduled for completion by June 2015. The drainage program is slightly behind because staff are waiting on information from Sydney Water for one project. The building program is on schedule. Tenders are being called for Koola Park and close in March 2015. The sports courts program is scheduled for completion by May 2015. Allan Small car park is scheduled for completion by the end of February 2015. NTRA works are on schedule for completion of the golf course by May 2015 and the earthworks for the playing fields by April 2015.
P8.1.2.2.2	Prepare draft capital works and renewal programs for Council's footpaths and roads for inclusion in Delivery Program.  <i>Responsible Officer: Manager Engineering Operations</i>	 75%	Proposed footpath sections were entered in the budget planner.
P8.1.2.2.3	Complete road and footpath program on time and on budget.  <i>Responsible Officer: Manager Engineering Operations</i>	 50%	Council's Road and Footpath Capital Works are on schedule. Council's Footpath and Road maintenance programs are on schedule.
P8.1.2.2.4	Prepare draft capital works and renewal programs for Council's drains for inclusion in Delivery Program.  <i>Responsible Officer: Manager Engineering Operations</i>	 75%	A program has been completed for 2015/18. A program for 2019 is under preparation.
P8.1.2.2.5	Complete drainage program on time and on budget.  <i>Responsible Officer: Manager Engineering Operations</i>	 50%	A survey has been undertaken for all projects. Designs were completed on 50% of projects. For two out of seven projects consultation has commenced with contractors for quotations.

## Theme: Access, Traffic and Transport

**Issue:** Integrated and accessible transport.

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

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

### Critical Action

Code	Description	Progress	Comments
T1.1.1.1	<p>An improvement plan is being implemented for bus stops, bus shelters, bikeways and footpath networks having regard for the access, health and recreational needs of the community.</p> <p><b>Responsible Officer:</b> Director Operations</p>	 43%	<p>A number of upgrades to bus stops have been completed in association with footpath works at various key sites. Designs for further works need to be completed before those works can proceed.</p> <p><b>Reason</b></p> <p>Awaiting further designs for other upgrade works. It is anticipated that all works will be completed by 30 June 2015.</p> <p><b>Remedial Action</b></p> <p>Designs for future works are underway and works should be completed on time.</p>

### Operational Plan Tasks

Code	Description	Progress	Comments
T1.1.1.1.1	<p>Work with Transport for NSW to co-ordinate and implement connections and upgrades to railway stations.</p> <p><b>Responsible Officer:</b> Manager Traffic &amp; Transport</p>	 50%	<p>Council's traffic staff are working with the Strategic Traffic Engineer to co-ordinate with Transport for NSW on the Gordon Interchange Project. This project is expected to be completed by May 2015.</p>
T1.1.1.1.2	<p>Ensure consistency between Council policies and the Integrated Transport Strategy.</p> <p><b>Responsible Officer:</b> Manager Traffic &amp; Transport</p>	 50%	<p>Traffic staff have assisted design staff on the upgrade of bus stops to make them compliant with accessibility standards. Bus stops at these locations are systemically being upgraded when new footpaths are completed. Other upgrades are continuing as programmed.</p>
T1.1.1.1.3	<p>Progressively implement the Pedestrian Access and Mobility Plan in local centres.</p> <p><b>Responsible Officer:</b> Manager Traffic &amp; Transport</p>	 45%	<p>Some of the early findings of the draft Pedestrian Access and Mobility Plan (PAMP) have been implemented (e.g. pedestrian signals on Pacific Highway at Moree Street, Gordon) or are being considered in major projects (such as the Lindfield Community Hub/Village Green). However, the finalisation of the draft PAMP has been delayed.</p>



			<p><b>Reason</b></p> <p>In May 2014 the draft Pedestrian Access and Mobility Plan (PAMP) was reviewed by an independent access consultant to ensure the plan complies with Council's new Access and Disability Policy. This feedback was only incorporated into the final draft version of the PAMP late in 2014 (due to other priorities) and is now with the consultant for finalisation.</p> <p><b>Remedial Action</b></p> <p>Once the final draft is received, a report will be presented to Council seeking the document be placed on public exhibition during the first half of 2015. Once the plan is adopted by Council, progressive implementation can occur.</p>
T1.1.1.1.4	<p>Complete stage 1 and stage 2 of the Bike Plan.</p> <p><b>Responsible Officer:</b> <i>Manager Traffic &amp; Transport</i></p>	 <p>36%</p>	<p>Stage 1 and stage 2 were completed during the quarter to September 2014, which now provides a continuous cycle route between Boundary Street Roseville and Killeaton Street St Ives.</p> <p>Work has commenced on planning for the Turramurra 4 and Roseville 1 routes, which are the next stages of the Bicycle Plan. These routes also supported by funding assistance from Roads and Maritime Services (RMS) for the 2014/15 year. However, the Turramurra 4 project will be delayed due to a Council resolution deferring the matter, and the Roseville 1 route has not yet been presented to the Ku-ring-gai Traffic Committee/Council for consideration.</p> <p>Planning has also commenced for the inclusion of part of the "Lindfield 4" route of the Bicycle Plan (which travels along Kochia Lane between Lindfield Avenue and Milray Street) in the Lindfield Village Green project.</p> <p><b>Reason</b></p> <p>The Turramurra 4 route was considered by the Ku-ring-gai Traffic Committee/Council in November/December 2014 but was deferred by Council on the basis of further investigations could be undertaken for bicycle provision in Pentecost Avenue. This is expected to take place in January/February 2015.</p> <p>The inclusion of part of the "Lindfield 4" route in the Lindfield Village Green project is not experiencing any delays at this stage.</p> <p><b>Remedial Action</b></p> <p>Once further investigations into the Turramurra 4 route are completed, this project and the Roseville 1 project are expected to be reported to the Ku-ring-gai Traffic Committee/Council in the first quarter of 2015. This should still allow sufficient time for the projects to be implemented and completed by 30 June 2015.</p>
T1.1.1.1.5	<p>Complete upgrades to at least 171 bus stops in accordance with Disability Discrimination Act requirements and Strategic Transport Advisors' recommended action plan (to meet the 2007 target).</p>	 <p>36%</p>	<p>Works required by this task are to be completed over a five year period. Upgrades have been prioritised based on regular use by passengers needing accessible stops, then by cost to upgrade per number of passing buses, to the extent of available funds. Upgrades are underway on a number of sites in association with footpath upgrade works.</p>



	<p><b>Responsible Officer:</b> Manager Engineering Operations</p>		<p><b>Reason</b></p> <p>Some upgrades are behind due to priorities being given to new footpath works but most of the upgrades to bus stops will be done in May/June 2015.</p> <p><b>Remedial Action</b></p> <p>Bus stop upgrade works will occur when other major footpath works are completed.</p>
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**Term Achievement:** A network of safe and convenient links to local centres, major land uses and recreation opportunities is in place.

**Critical Action**

Code	Description	Progress	Comments
T1.1.2.1	<p>Implement appropriate recommendations from the Ku-ring-gai Integrated Transport Policy.</p> <p><b>Responsible Officer:</b> Director Strategy &amp; Environment</p>	 <p>50%</p>	<p>The recreational trails listed in the Contributions Plan 2010 have been assessed and draft priorities prepared by staff from the Environmental Levy, Open Space Planning and Design teams.</p> <p>Work has been progressing to include bicycle parking facilities in key council projects, including Lindfield Village Green, Lindfield Community Hub and Turramurra Community Hub. These would largely include provision for short term at-grade bicycle parking, for visitors (and where appropriate, for staff) of these facilities.</p>

**Operational Plan Tasks**

Code	Description	Progress	Comments
T1.1.2.1.1	<p>Investigate funding opportunities to deliver prioritised recreational trails and link paths identified in the Contribution Plans 2010.</p> <p><b>Responsible Officer:</b> Manager Strategic Projects</p>	 <p>50%</p>	<p>The recreational trails listed in the Contributions Plan 2010 have been assessed and draft priorities prepared by staff from the Environmental Levy, Open Space Planning and Design teams.</p>
T1.1.2.1.2	<p>Incorporate the provision of bicycle facilities in key locations.</p> <p><b>Responsible Officer:</b> Manager Urban Planning</p>	 <p>50%</p>	<p>Work has been progressing to include bicycle parking facilities in key council projects, including Lindfield Village Green, Lindfield Community Hub and Turramurra Community Hub. These would largely include provision for short term at-grade bicycle parking, for visitors (and where appropriate, for staff) of these facilities.</p>

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

**Critical Action**

Code	Description	Progress	Comments
T1.1.3.1	<p>Liaise with State agencies to provide improved commuter parking and bus interchanges.</p> <p><b>Responsible Officer:</b> Director Strategy &amp; Environment</p>	 <p>48%</p>	<p>During the six months to December 2014, work on coordinating the interface between the Gordon Bus Interchange and Commuter Car Park project (Transport for NSW) and the proposed St Johns Avenue, Gordon streetscape improvements works (Council) continued.</p> <p>Investigations into the transport implications of the possibility of splitting the proposed commuter parking at Lindfield (Transport for NSW) across the Lindfield Community Hub site and the Lindfield Village Green site have been completed, with the conclusion that the proposed commuter car parking could be split across both sites with little to no effect on transport network performance (vs retaining commuter parking only on the Lindfield Community Hub site).</p>

**Operational Plan Tasks**

Code	Description	Progress	Comments
T1.1.3.1.1	<p>Lobby Transport for NSW in the provision of additional commuter car parking at priority rail stations.</p> <p><b>Responsible Officer:</b> Manager Urban Planning</p>	 <p>50%</p>	<p>During the six months to December 2014, work on coordinating the interface between the Gordon Bus Interchange and Commuter Car Park project (Transport for NSW) and the proposed St Johns Avenue, Gordon streetscape improvements works (Council) continued.</p> <p>Investigations into the transport implications of the possibility of splitting the proposed commuter parking at Lindfield (Transport for NSW) across the Lindfield Community Hub site and the Lindfield Village Green site have been completed, with the conclusion that the proposed commuter car parking could be split across both sites with little to no effect on transport network performance (vs retaining commuter parking only on the Lindfield Community Hub site).</p>
T1.1.3.1.2	<p>Advocate with Transport for NSW and bus providers for new Metrobus Services.</p> <p><b>Responsible Officer:</b> Manager Urban Planning</p>	 <p>50%</p>	<p>Advocating for the new Metro Bus service - "Sydney's Bus Future" document by Transport for NSW (released December 2013) notes, for the North Shore and Northern beaches area, that "Direct connections will link the Northern Beaches to major centres such as Chatswood, St Leonards and Macquarie Park, including more than 50 new Suburban services operating every weekday to connect Manly to Chatswood via Brookvale and the proposed Frenchs Forest Hospital".</p> <p>This is the strategy that could be pursued further with Transport for NSW in the first half of 2015, for improvements to the Mona Vale - Macquarie Park bus route.</p>

T1.1.3.1.3	<p>Investigate the flexible delivery of shuttle bus services undertaken by other councils.</p> <p><b>Responsible Officer:</b> <i>Manager Urban Planning</i></p>	 40%	<p>Due to other work priorities, only minimal investigations were undertaken into shuttle bus services undertaken by other councils.</p> <p>Initial investigations included the Ryde City Council "Ryder" Community Bus Service, which was downsized from six days to four days a week (and could cease altogether unless Ryde City Council can secure more sponsorship funding). A report reviewing Willoughby City Council's "The Loop" shuttle bus service was also obtained for review.</p> <p><b>Reason</b></p> <p>While other work priorities have resulted in this task being delayed, some investigations were made.</p> <p><b>Remedial Action</b></p> <p>Further work on this task will be limited, and subject to other priorities.</p>
T1.1.3.1.4	<p>Continue investigation for a high frequency shuttle bus service (St Ives, Pymble, Gordon).</p> <p><b>Responsible Officer:</b> <i>Manager Urban Planning</i></p>	 50%	<p>Initial investigations (St Ives, Pymble, Gordon) have commenced as part of the networking program for improved bus interchanges and commuter car parking.</p>
T1.1.3.1.5	<p>Investigate opportunities for community transport.</p> <p><b>Responsible Officer:</b> <i>Manager Urban Planning</i></p>	 50%	<p>Further investigations into potential local and regional community transport services have continued. Northern Sydney Regional Organisation of Councils (NSROC) "Regional Priorities 2014-2016" document (published in October 2014) has provided an opportunity and method for Councils (including Ku-ring-gai) to gain better recognition and support for local and regional transport solutions- including Community transport.</p>

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

**Critical Action**

Code	Description	Progress	Comments
T1.1.4.1	<p>Information and education programs focus on alternatives to private car use.</p> <p><b>Responsible Officer:</b> <i>Director Operations</i></p>	 41%	<p>Programs are being developed for community education for alternative use of transport.</p> <p><b>Reason</b></p> <p>Programs are progressing but some are slightly behind schedule.</p> <p><b>Remedial Action</b></p> <p>Works are in hand to deliver proposed programs this year.</p>

## Operational Plan Tasks

Code	Description	Progress	Comments
T1.1.4.1.1	<p>Education programs are developed to include alternative modes of transport.</p> <p><b>Responsible Officer:</b> <i>Manager Urban Planning</i></p>	 50%	<p>The Ride2Work Day event was held in October 2014, to promote awareness and encourage riding bicycles to work, as an alternative to private vehicles. Despite the weather being difficult (with heavy rain the night before and during the event), the event ran smoothly, with some 20-30 cyclists braving the weather early in the morning to pick up a free breakfast and coffee on their way to work. Some improvements were identified for future Ride2Work events.</p>
T1.1.4.1.2	<p>Prepare and implement Workplace Travel Plan.</p> <p><b>Responsible Officer:</b> <i>Manager Urban Planning</i></p>	 36%	<p>The Workplace Travel Plan is expected to progress during 2015, in line with the timetable for the relocation to the new Council Chambers at 828 Pacific Highway Gordon, however work has not yet commenced on this project.</p> <p><b>Reason</b></p> <p>A relocation working group is proposed to be established in early 2015, to manage the transition across to the new building. This will guide the relocation process and timings.</p> <p><b>Remedial Action</b></p> <p>The preparation of a Workplace Travel Plan for the new Council Chambers will commence in coordination with the relocation working group.</p>
T1.1.4.1.3	<p>Engage with school communities to encourage alternative transport.</p> <p><b>Responsible Officer:</b> <i>Manager Urban Planning</i></p>	 36%	<p>From the Macquarie University Post-Graduate students project exploring alternative transport options in Ku-ring-gai, activities being considered to encourage schools to focus on alternatives to private car use include a Ride2School or Walk2School day.</p> <p>This requires a school to partner with Council in participating and promoting the event, as well as a school that is close to useful cycling and pedestrian facilities. St Ives High School could be a candidate considering it is located close to recently installed cycling facilities.</p> <p><b>Reason</b></p> <p>Due to other priorities during the reporting period, no progress has been made in engaging with schools.</p> <p><b>Remedial Action</b></p> <p>In conjunction with Council's Road Safety Officer (and subject to resources), there is the potential to promote the National Ride2School Day (which is on Friday March 13, 2015) during the first quarter of 2015.</p>

**Issue:** Local road network.

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

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

**Critical Action**

Code	Description	Progress	Comments
T2.1.1.1	Implement road network improvements based on 10 year Traffic and Transport Plan.  <b>Responsible Officer:</b> Director Operations	 36%	Road network improvements continued to be implemented in accordance with the current 10 year Traffic and Transport Plan. A review of the Plan will be completed in early 2015. <b>Reason</b> The commencement of the review of the 10 Year Traffic and Transport Plan has been delayed due to other competing transport planning priorities. <b>Remedial Action</b> The update of the 10 year Traffic and Transport Plan is now expected to be completed in the first half of 2015.

**Challenges**

The update of the 10 year Traffic and Transport Program is now expected to commence, and be completed, in the first half of 2015.

**Operational Plan Tasks**

Code	Description	Progress	Comments
T2.1.1.1.1	Update the 10 year Traffic and Transport Program.  <b>Responsible Officer:</b> Manager Traffic & Transport	 36%	Some initial work on updating the 10 year Traffic and Transport Program commenced during the second half of 2014. <b>Reason</b> While road network improvements continued in accordance with the current plan other work priorities have resulted in this task being delayed. <b>Remedial Action</b> The update of the 10 year Traffic and Transport Program is now expected to be completed in the first half of 2015.

## Critical Action

Code	Description	Progress	Comments
T2.1.1.2	<p>Parking is managed to balance the supply and demand of available parking spaces.</p> <p><b>Responsible Officer:</b> Director Development &amp; Regulation</p>	 42%	<p>Council's regulatory unit is ensuring that parking is managed to balance the supply and demand of available parking spaces. The implementation of Licence Plate Recognition Technology is aiding regulatory staff to monitor and enforce Council carpark and on-street parking areas on a more regular basis. A proposal to amend parking restrictions timeframes in Wahroonga Shopping Centre has been forwarded to the Chamber of Commerce.</p> <p><b>Reason</b></p> <p>Council is presently awaiting a response from the Wahroonga Chamber of Commerce regarding Council's proposal to amend the parking restriction time frames in the Wahroonga Shopping Centre.</p> <p><b>Remedial Action</b></p> <p>Feedback from the Chamber of Commerce is being pursued.</p>

## Operational Plan Tasks

Code	Description	Progress	Comments
T2.1.1.2.1	<p>Progress investigations into paid parking at Coonanbarra Road carpark (Wahroonga).</p> <p><b>Responsible Officer:</b> Director Operations</p>	 25%	<p>Following investigations in 2013/14, a proposal was forwarded to the Wahroonga Chamber of Commerce to amend the parking restriction time frames in Wahroonga Shopping Centre. Council is presently awaiting a response to the proposal.</p> <p><b>Reason</b></p> <p>Council is presently awaiting a response from the Wahroonga Chamber of Commerce.</p> <p><b>Remedial Action</b></p> <p>Feedback from the Chamber of Commerce is being pursued.</p>
T2.1.1.2.2	<p>Regulatory enforcement is undertaken in accordance with Council's Compliance Policy.</p> <p><b>Responsible Officer:</b> Manager Compliance &amp; Regulation</p>	 50%	<p>During this reporting period Council Rangers, in conjunction with the New South Wales Police, conducted the safety school campaign around school zone areas. The New South Wales Police Service were targeting moving violations whilst Council Rangers concentrated on parking violations. The joint operation received positive feedback. Council received 453 parking complaints during this reporting period for varying offences. 337 were received for general on-street offences, 36 were received for car park offences and 80 for alleged blocked driveways. This is a significant increase from the previous reporting period. Council Parking Rangers were very pro-active in monitoring and enforcing Council car parks. The use of the licence plate recognition technology is ensuring compliance within the car park areas.</p>

T2.1.1.2.3	Further assess number plate recognition technology.  <b>Responsible Officer:</b> <i>Manager Compliance &amp; Regulation</i>	 50%	Council's Rangers are currently utilising the Licence Plate Recognition technology within Council's car park areas. The equipment is ensuring compliance and adequate turnover within the car parks.
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**Issue:** Regional transport network.

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

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

**Critical Action**

Code	Description	Progress	Comments
T3.1.1.1	Collaborate with regional partners to pursue a Northern Beaches transit link.  <b>Responsible Officer:</b> <i>Director Strategy &amp; Environment</i>	 50%	During the six months to December 2014, there was limited activity from the Northern Sydney Regional Organisation of Councils (NSROC) Transport Group regarding the Northern Beaches transit link. The main policy documents, to promote the link will be through the Plan for Growing Sydney (released by the Department of Planning and Environment) and the Long Term Transport Master Plan 2014. Further regional/ local planning will take place under the North Subregional planning process during 2015.

**Operational Plan Tasks**

Code	Description	Progress	Comments
T3.1.1.1.1	Participate in NSROC programs to advocate for and present Ku-ring-gai's policy objectives.  <b>Responsible Officer:</b> <i>Manager Urban Planning</i>	 50%	Council Officers continued to present Ku-ring-gai's policy objectives through NSROC programs. During the six months to December 2014, there was limited activity from the NSROC Transport Group regarding the Northern Beaches transit link.

**Critical Action**

Code	Description	Progress	Comments
T3.1.1.2	Pursue regional collaboration to progress the F3 to M2 Motorway link.  <b>Responsible Officer:</b> <i>Director Strategy &amp; Environment</i>	 50%	Council's submission to the NorthConnex project was completed and considered at Council's meeting of 9 September 2014. Comments provided in the submission were in relation to construction traffic issues associated with site compounds, and strategic traffic issues.

## Key Achievements

Council made a submission on the NorthConnex project that identified Council concerns relating to both strategic traffic issues and construction traffic issues.

## Operational Plan Tasks

Code	Description	Progress	Comments
T3.1.1.2.1	<p>Continue to work with relevant agencies to progress the F3 to M2 link.</p> <p><b>Responsible Officer:</b> Manager Urban Planning</p>	 50%	<p>During the reporting period, Council's submission to the NorthConnex project was completed, with contributions from various departments and external consultant reports. The submission was considered at Council's meeting on 9 September 2014. Comments provided in the submission were in relation to construction traffic issues associated with site compounds, and strategic traffic issues. Assistance was also provided to the resident's Information Workshop held on 18 August 2014.</p> <p>In December 2014, the Response to Submissions and Preferred Infrastructure Report were made publicly available by NSW Department of Planning and Environment. The Response to Submissions addresses issues raised in submissions and the Preferred Infrastructure Report outlines proposed design changes and additional investigations undertaken since the exhibition of the Environmental Impact Statement.</p>

## Critical Action

Code	Description	Progress	Comments
T3.1.1.3	<p>Implement road network improvements identified in the Ku-ring-gai Contributions Plan 2010.</p> <p><b>Responsible Officer:</b> Director Operations</p>	 50%	<p>Works in the Ku-ring-gai Contributions Plan 2010 have been included in the 10 year Traffic and Transport Plan and the Long Term Financial Plan, along with indicative timings.</p> <p>During the period work continued on Lindfield local centre transport planning, contribution to the Gordon bus interchange upgrade project, and initial planning for a roundabout at the intersection of Henry Street and the underpass in Gordon.</p>

## Operational Plan Tasks

Code	Description	Progress	Comments
T3.1.1.3.1	<p>Plan for works in response to development in local centres.</p> <p><b>Responsible Officer:</b> Manager Urban Planning</p>	 50%	<p>Works in the Ku-ring-gai Contributions Plan 2010 have been included in the 10 year Traffic and Transport Plan and the Long Term Financial Plan, along with indicative timings. These works are typically development driven and will depend on the development occurring in the local centres.</p> <p>Projects of note during the reporting period included:</p> <p>* Lindfield Local Centre transport planning - new traffic signals at the</p>



			<p>intersection of Lindfield Avenue and Tryon Road are being included by three consultants as part of the Lindfield Village Green Project concept plans.</p> <p>* Henry Street, Gordon - assistance was provided to Transport for NSW with the bus interchange upgrade project, and initial planning commenced for the implementation of a roundabout at the intersection of Henry Street and the underpass road.</p>
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**Term Achievement:** Council engages with the State Government to upgrade regional roads and reduce congestion in the local road network.

**Critical Action**

Code	Description	Progress	Comments
T3.1.2.1	<p>A program of prioritised works has been developed and is being implemented in partnership with State government to improve the efficiency of major roads.</p> <p><i>Responsible Officer: Director Operations</i></p>	 <p>50%</p>	<p>Letters were sent to the Premier and Minister for Roads regarding improvements for main roads. Funding nominations for the 2015/16 Blackspot Program were submitted to the Roads and Maritime Service (RMS). Clearways for Mona Vale Road will be considered at the Ku-ring-gai Traffic Committee meeting of 19 February 2015.</p>

**Operational Plan Tasks**

Code	Description	Progress	Comments
T3.1.2.1.1	<p>Pursue funding opportunities with Roads and Maritime Services for improvement works on Regional roads and at Blackspot locations.</p> <p><i>Responsible Officer: Manager Traffic &amp; Transport</i></p>	 <p>50%</p>	<p>Council's 2015/16 Black Spot Program (Federal, 100% funded) nomination was submitted on 28 August 2014 for road pavement resurfacing on Burns Road, Wahroonga (intersection with Clissold Road). Other sites on Council's ranked list of traffic management works were found to be ineligible due to low accident history.</p> <p>A 2015/16 Blackspot Program (RMS, 50% funded) nomination was submitted on 26 September 2014 for a roundabout in Henry Street, Gordon (at intersection with the railway underpass road).</p> <p>Successful nominations are typically notified by RMS in May/June.</p>

## Theme: Local Economy and Employment

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

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

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

### Critical Action

Code	Description	Progress	Comments
E1.1.1.1	<p>Research opportunities to strengthen and attract business to Ku-ring-gai.</p> <p><i>Responsible Officer: Director Community</i></p>	 50%	The Economic Development Unit and the Economic and Social Development Advisory Committee (ESDAC) has facilitated Business Breakfasts that have strengthen the business community by bringing them together. The Small Biz Bus was in two locations offering advice to small business and prospective new businesses. ESDAC considered a number of business ventures and Council provided funds through the Better Business Partnerships for improvements to small business.

### Operational Plan Tasks

Code	Description	Progress	Comments
E1.1.1.1.1	<p>Promote key aspects of Ku-ring-gai's economy via Council's website and the Economic and Social Development Advisory Committee (ESDAC).</p> <p><i>Responsible Officer: Manager Corporate Communications</i></p>	 50%	Council's website was updated in July to include greater variety of information to assist small businesses and promote the activities of Economic and Social Development Advisory Group (ESDAC). This included the promotion of the Small Biz Bus initiative and Business Breakfasts that helped provide advice and guidance to local businesses. In addition we promoted our grants and funding for new initiatives like the Wahroonga Food and Wine Festival, along with our ongoing support for the Better Business Partnership.

### Critical Action

Code	Description	Progress	Comments
E1.1.1.2	<p>Develop a strategic program in collaboration with economic partners, to promote Ku-ring-gai as a place to invest in business and employment generating activities.</p> <p><i>Responsible Officer: Director Community</i></p>	 50%	During the period Council worked on a number of large projects such as Activate Lindfield and Turramurra with the objective to encourage better opportunities for new businesses to locate in Ku-ring-gai.

## Operational Plan Tasks

Code	Description	Progress	Comments
E1.1.1.2.1	<p>Work with economic partners to identify business investment opportunities and gaps.</p> <p><b>Responsible Officer:</b> <i>Manager Corporate Communications</i></p>	 50%	<p>Over the past six months Council has forged stronger relationships with local and regional organisations and associations to help our local business community. We presented and hosted members of the Ku-ring-gai Local Chamber of Commerce at a lunch in September, as well provided ongoing support to the programs of the Better Business Partnership. Our partnership with Sydney Business Limited and NSW Small Business Commissioners Office helped secure the Small Biz Bus for a day at Turramurra Local Centre and Wahroonga neighbourhood Centre in December.</p>

## Critical Action

Code	Description	Progress	Comments
E1.1.1.3	<p>Build partnerships with business and stakeholders to promote business opportunities.</p> <p><b>Responsible Officer:</b> <i>Director Community</i></p>	 50%	<p>A series of Business Breakfasts have been held during the period resulting in a strong network of business people who are able to promote their businesses to each other.</p>

## Operational Plan Tasks

Code	Description	Progress	Comments
E1.1.1.3.1	<p>Work with identified stakeholders to promote business opportunities.</p> <p><b>Responsible Officer:</b> <i>Manager Corporate Communications</i></p>	 50%	<p>Council attended two Chamber of Commerce meetings and presented the plans and opportunities for the Village Green to Chamber members in September. This helped build their understanding and knowledge of the opportunities of the new project not only to the local Lindfield community but also the Lindfield economy. In addition, we worked with the Chamber to help promote Council's Business Breakfast program.</p>
E1.1.1.3.2	<p>Engage the business community via Council's website and online forums.</p> <p><b>Responsible Officer:</b> <i>Manager Corporate Communications</i></p>	 50%	<p>Council conducted online feedback surveys following the completion of the Business Breakfast in November. The feedback helped Council further refine the running of these events and set a program of topics and speakers that are in high demand from our local business community.</p> <p>Businesses located with Lindfield and Turramurra local centres were provided the opportunity to make comment on the upcoming village green and community hub projects. Feedback was passed to Council's urban design team to assist in the concept design for the sites.</p>

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

**Critical Action**

Code	Description	Progress	Comments
E1.1.2.1	Engage businesses in the centres to provide input into improvement plans.  <i>Responsible Officer: Director Community</i>	 50%	Council continued to work with businesses in Turramurra and Lindfield in the development of ideas for improvement plans.

**Operational Plan Tasks**

Code	Description	Progress	Comments
E1.1.2.1.1	Collaborate with businesses and other relevant economic stakeholders in the development of improvement plans for the centres.  <i>Responsible Officer: Manager Corporate Communications</i>	 50%	Council worked with the business community in Turramurra to help identify street scape upgrades and improvements as part of the Activate Turramurra initiative. This information helped the design team understand the needs of the business community and provide input to a clean-up program for Turramurra coordinated and conducted in November by the Operations Department.
E1.1.2.1.2	Seek input from businesses on their needs and opportunities for public space use.  <i>Responsible Officer: Manager Corporate Communications</i>	 50%	During the period businesses were engaged in relation to the Ray Street Precinct update project as well as the new village green at Lindfield. Conversations with business operators were also held as part of the business breakfast program.
E1.1.2.1.3	Incorporate feedback from businesses into the public domain and neighbourhood improvements plans.  <i>Responsible Officer: Manager Corporate Communications</i>	 50%	The business community, Chambers of Commerce and Home Based Businesses engaged across a range of public domain upgrades and improvement programs. Projects included Lindfield Village Green, Turramurra Ray Street Precinct and Neighbourhood Centre Improvement Program. In addition, South Turramurra Shopping Centre are actively engaged with Council on improvements and upgrades to their centre.

**Critical Action**

Code	Description	Progress	Comments
E1.1.2.2	Pursue opportunities for events at local places and spaces to strengthen the local economy.  <i>Responsible Officer: Director Community</i>	 50%	Successful events were facilitated to provide business to local places and to strengthen the local economy.

## Operational Plan Tasks

Code	Description	Progress	Comments
E1.1.2.2.1	<p>Pursue opportunities and provide support for events at local places and spaces to strengthen the local economy.</p> <p><b>Responsible Officer:</b> <i>Manager Corporate Communications</i></p>	 <p>50%</p>	<p>A number of events took place or were investigated to support the local economy. The Wahroonga Food and Wine Festival was held for a second year bringing over 6,000 people to Wahroonga.</p> <p>Final stages for a tender was completed to provide a Fresh Food Market at the old St Ives School site with the aim of activating this local space. Work was also undertaken to facilitate the Medieval Faire at St Ives Showground.</p>

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

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

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

## Critical Action

Code	Description	Progress	Comments
E2.1.1.1	<p>Work with economic partners to develop common strategic economic employment objectives for Ku-ring-gai.</p> <p><b>Responsible Officer:</b> <i>Director Community</i></p>	 <p>50%</p>	<p>Employment growth and enhanced opportunities for local residents to seek employment within the Ku-ring-gai area have been incorporated into Council's adopted Economic Strategy and Action Plan 2014-2015.</p> <p>A number of partnerships have been established with key stakeholders consistent with the Strategy and Plan.</p>

## Operational Plan Tasks

Code	Description	Progress	Comments
E2.1.1.1.1	<p>Incorporate economic employment objectives in the economic and social development plan.</p> <p><b>Responsible Officer:</b> <i>Manager Corporate Communications</i></p>	 <p>50%</p>	<p>Employment growth and enhanced opportunities for local residents to seek employment within the Ku-ring-gai area have been incorporated into Council's adopted Economic Strategy and Action Plan 2014-2015.</p> <p>This action plan, adopted by Council, established clear objectives and areas for focus for Council as part our economic strategy. The areas of focus included growing employment, supporting small business, enhancing tourism opportunities and seeking new investment and growth in our local centres.</p>

E2.1.1.1.2	<p>Incorporate partnership actions into economic and social development plan.</p> <p><b>Responsible Officer:</b> <i>Manager Corporate Communications</i></p>		<p>Established partnerships with Ku-ring-gai Chamber of Commerce to support the education, training and engagement of the local business community. Council is working with the NSW Chamber of Commerce to determine opportunities for strengthening our local chambers including promoting their services to enhance business participation.</p> <p>In addition, Council is actively working with the Small Business Commissioners Office by facilitating the Small Biz Bus to provide advice and guidance to our local businesses.</p>
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### **Critical Action**

Code	Description	Progress	Comments
E2.1.1.2	<p>Participate in and initiate regional programs that will broaden economic employment opportunities for Ku-ring-gai residents.</p> <p><b>Responsible Officer:</b> <i>Director Community</i></p>		<p>All available opportunities to work with regional partners continued to be pursued during the reporting period.</p>

### **Operational Plan Tasks**

Code	Description	Progress	Comments
E2.1.1.2.1	<p>Work in partnership with NSROC and other organisations and agencies to implement regional economic objectives.</p> <p><b>Responsible Officer:</b> <i>Manager Corporate Communications</i></p>		<p>Council is actively working with our neighbouring Councils to determine areas for partnership and alignment in economic growth and development. Partnerships are active with Pittwater and Warringah Council's and Council is working closely to complement the Better Business Partnership program.</p> <p>In September Council presented at the Enliven Pittwater Forum, highlighting some of the opportunities and challenges facing the local economy in Ku-ring-gai. The event was a great opportunity to hear from and network with other Councils who are active in the economic development area.</p>

**Issue:** Visitation opportunities.

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

**Term Achievement:** Tourism business has been strengthened and expanded.

**Critical Action**

Code	Description	Progress	Comments
E3.1.1.1	<p>Work with partners to develop a tourism and visitation strategy for Ku-ring-gai.</p> <p><i>Responsible Officer: Director Community</i></p>	 50%	<p>The St Ives Precinct now has a Visitors' Centre and resources for attracting visitation to the Showground and Wildflower Garden.</p> <p>Research commenced for the development of a Tourism and Visitation Strategy for the Ku-ring-gai local government area.</p>

**Operational Plan Tasks**

Code	Description	Progress	Comments
E3.1.1.1.1	<p>Research opportunities for investment in new and existing attractions.</p> <p><i>Responsible Officer: Manager Corporate Communications</i></p>	 50%	<p>Tourism was included in the Economic Development Strategy and Action Plan highlighting Council's commitment to ensure Ku-ring-gai has great places and spaces for people to visit and enjoy. In December tenders for a commercial operator of a new fresh food market at St Ives Old School site closed. This market provides an opportunity for Council and the new market operator to activate and revitalise this part of St Ives local centre.</p>
E3.1.1.1.2	<p>Implement identified opportunities at the Wildflower Garden and St Ives Precinct.</p> <p><i>Responsible Officer: Manager Corporate Communications</i></p>	 50%	<p>A tourism and visitation officer was appointed during the reporting period and a program of events aimed at the tourist market implemented for the 2014/15 period. Organisation has commenced for Tea, Love and Coffee, Aussie Bush Weekend and Guringai and NAIDOC festivals.</p> <p>A successful Medieval Faire was held with 12,000 visitors attending.</p>

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

**Critical Action**

Code	Description	Progress	Comments
E3.1.2.1	<p>Work with partners to develop a marketing program that recognises, promotes and supports local activities, both new and existing.</p> <p><b>Responsible Officer:</b> Director Community</p>	 50%	<p>Ku-ring-gai continued to develop a reputation for well run and interesting events. In the period the very successful Medieval Faire and Wahroonga Food and Wine Festival were held attracting the local community as well as visitors from outside the Council area.</p> <p>Preparations for the St Ives Food and Wine Festival and the St Ives Fresh Food Market were also advanced.</p>

**Operational Plan Tasks**

Code	Description	Progress	Comments
E3.1.2.1.1	<p>Promote local activities and events to support local business partners and centres.</p> <p><b>Responsible Officer:</b> Manager Corporate Communications</p>	 50%	<p>Promotion of local activities and events is ongoing. Council provides a free events listing on Council's website and banner sites. Council is involved in the promotion of the Wahroonga Food and Wine Festival, St Ives Food and Wine Festival and other groups during each year.</p>
E3.1.2.1.2	<p>Develop tourism and visitation program for Ku-ring-gai.</p> <p><b>Responsible Officer:</b> Manager Corporate Communications</p>	 50%	<p>The tourism and visitation program continued to develop with new events being rolled out at the Wildflower Garden and Showground. Examples include The Big Swing, Tea Love and Coffee and an Anzac Day event.</p>
E3.1.2.1.3	<p>Develop guidelines to facilitate the creation and delivery of new events by business and community organisations.</p> <p><b>Responsible Officer:</b> Manager Corporate Communications</p>	 50%	<p>Guidelines being drafted and will be completed in the second half of 2015. This process includes collaboration with other departments.</p>
E3.1.2.1.4	<p>Identify and facilitate opportunities for organisations to stage events.</p> <p><b>Responsible Officer:</b> Manager Corporate Communications</p>	 50%	<p>Key opportunities were facilitated including:</p> <ul style="list-style-type: none"> <li>* Wahroonga Food and Wine Festival.</li> <li>* Medieval Faire.</li> <li>* St Ives Food and Wine Festival.</li> <li>* Fun runs.</li> <li>* Musical events including the Ku-ring-gai Philharmonic Orchestra.</li> </ul>

## Theme: Leadership and Governance

**Issue:** Leadership.

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

**Term Achievement:** The aspirations, objectives and priorities of our community are reflected in the Ku-ring-gai Community Strategic Plan - 'Our Community Our Future 2030' and inform Council's policy development, decision-making and program delivery.

### Critical Action

Code	Description	Progress	Comments
L1.1.1.1	<p>Conduct a structured engagement program with the community around issues, challenges and opportunities affecting the achievement of agreed outcomes for Ku-ring-gai.</p> <p><i>Responsible Officer: Director Community</i></p>	 50%	A broad and structured program of engagement was carried out during the reporting period, including forums, a special Activate Killara event and information stall. These provided opportunities to the community to discuss and provide views on a number of current Council projects.

### Key Achievements

Council was award the joint winner of the 2014 AR Bluett Memorial Award.

### Operational Plan Tasks

Code	Description	Progress	Comments
L1.1.1.1.1	<p>Establish and promote a range of forums to review and discuss issues and priorities for the community.</p> <p><i>Responsible Officer: Manager Corporate Communications</i></p>	 50%	<p>An Activate Turramurra event was hosted on the Ray Street site to help identify community values and ideas for the new precinct, including a village green, greater shopping variety, residential, library and new open space. The results form part of the concept design process.</p> <p>In October and November forums were hosted with local residents, golfers and interested stakeholders on the new regional park for Gordon Golf Course. Over sixty people attended these events as council staff discussed issues and concerns with participants and identified opportunities and uses for the new regional park.</p> <p>The information stall program was commenced at Wahroonga Village Shops. The community was asked about:</p> <ul style="list-style-type: none"> <li>* awareness and understanding of major projects like the North Turramurra Recreation Area and Wahroonga Park Masterplan</li> <li>* opinion and ideas for the upgrading of Marian Street Theatre and a new regional park for Gordon Golf Course; and</li> </ul>



			* feedback on the cleanliness and litter campaign at Wahroonga Shops.
L1.1.1.1.2	<p>Monitor and report on the outcomes of community engagement and consultation and identified policy related issues.</p> <p><b>Responsible Officer:</b> <i>Manager Corporate Communications</i></p>	 <p>50%</p>	<p>Council was informed of the outcomes of the following consultations during the period:</p> <ul style="list-style-type: none"> <li>* Community Satisfaction Study.</li> <li>* Activate Turramurra outcomes.</li> <li>* Activate Lindfield Family Fun Day.</li> </ul>
L1.1.1.1.3	<p>Monitor and report on the progress of the adopted Community Strategic Plan 2030.</p> <p><b>Responsible Officer:</b> <i>Manager Integrated Planning Property &amp; Assets</i></p>	 <p>50%</p>	<p>All required monitoring and reporting has been completed for the Community Strategic Plan during the reporting period. This included an internal progress review of 2014/15 Operational Plan tasks for the September quarter and the September budget review, which was reported to Council's meeting of 25 November 2014. Progress reporting on both tasks and critical actions contained in Council's revised Delivery Program and Operational Plan is included in this December bi-annual review.</p>
L1.1.1.1.4	<p>Council's planning and reporting is promoted to external stakeholders, including government agencies, organisations and the broader community.</p> <p><b>Responsible Officer:</b> <i>Manager Integrated Planning Property &amp; Assets</i></p>	 <p>50%</p>	<p>During the period Council was awarded the joint winner of the 2014 AR Bluett Memorial Award. This is the highest award in NSW for excellence in local government and Council received it for a strong performance across social, economic, environment and governance areas.</p> <p>Council's planning and reporting was also promoted to external stakeholders and the broader community through Council reports, media releases and the publication of Council's Annual Report to the community on Council's performance during the 2013/14 financial year. Copies of all adopted Integrated Planning and Reporting plans are available on Council's website with explanatory information and hard copies are available for the public to view at Council's customer service counter and libraries.</p> <p>Council also promoted its community strategic planning and reporting through its contribution to Stage 1 of the Local Government Professionals Association benchmarking survey on local councils undertaken by PricewaterhouseCoopers, the Australian Local Government Association National State of Assets Survey and New South Wales Roads and Bridges Benchmarking Survey.</p>

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

**Critical Action**

Code	Description	Progress	Comments
L1.1.2.1	Council actively engages with stakeholders to inform the development of Council's strategies and plans as appropriate.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 50%	During the reporting period Council has participated in the Local Government Shires Association - PriceWaterhouseCoopers Benchmark Survey, Sydney Region East Forum on Government Initiatives, Fit for the Future discussions with NSROC and Northern Region Councils, and ALGA National Roads Survey.  A substantial body of work is being undertaken by staff in preparation for the NSW Government's Fit for the Future response, whilst briefing sessions have been held with Councillors. A report will be submitted to Council early 2015.

**Operational Plan Tasks**

Code	Description	Progress	Comments
L1.1.2.1.1	Proactively participate in and respond to policy development affecting Ku-ring-gai at state and regional levels.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 50%	Council has participated in the Local Government Shires Association - PriceWaterhouseCoopers Benchmark Survey, Sydney Region East Forum on Government Initiatives, Fit for the Future discussions with NSROC and Northern Region Councils, and ALGA National Roads Survey.  A substantial body of work is being undertaken by staff in preparation for the NSW Government's Fit for the Future response, with a cross organisational Steering Group established to review and analyse a number of critical elements for Council's future submission. A number of briefing sessions have been held with Councillors during the reporting period and a report will be submitted to Council early 2015.

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

**Critical Action**

Code	Description	Progress	Comments
L1.1.3.1	Pursue new opportunities for partnership arrangements with other agencies, organisations and community groups to achieve community outcomes.  <i>Responsible Officer: Director Community</i>	 50%	Council continued to facilitate partnerships with a broad range of state government agencies, organisations and groups. This included small community groups.

## Operational Plan Tasks

Code	Description	Progress	Comments
L1.1.3.1.1	<p>Pursue priority areas where partnership arrangements will provide tangible benefits to the local area.</p> <p><b>Responsible Officer:</b> <i>Manager Corporate Communications</i></p>	 50%	Partnership arrangements continued during the period for priority areas with significant benefits for the Ku-ring-gai community. These included the Better Business Partnership program, Northern Sydney Waste alliance, Department of Planning partnership for the B2 land subdivision, Transport for NSW partnerships for new and improved commuter parking at Gordon, Lindfield and Killara stations, Federal government partnership to complete community and sporting facilities on the former UTS site, street lighting improvement program as well as bushfire and emergency services partnerships.

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

## Critical Action

Code	Description	Progress	Comments
L1.1.4.1	<p>The organisation responds flexibly, proactively and equitably to challenges and opportunities arising from government policy changes and reforms.</p> <p><b>Responsible Officer:</b> <i>Director Corporate</i></p>	 50%	Council continues to embrace opportunities from government reforms such as the Fit for the Future reform.

## Operational Plan Tasks

Code	Description	Progress	Comments
L1.1.4.1.1	<p>Analyse and provide appropriate submissions to government proposals affecting the local government industry.</p> <p><b>Responsible Officer:</b> <i>Director Corporate</i></p>	 50%	Research and investigations were progressed by staff in preparation for the NSW Government's Fit for the Future response, with a cross organisational Steering Group established to review and analyse components for Council's future submission. Briefing sessions were held with Councillors during the reporting period and a report will be submitted to Council in early 2015.
L1.1.4.1.2	<p>Undertake ongoing communication with the community to ensure they understand proposed changes in legislation.</p> <p><b>Responsible Officer:</b> <i>Manager Corporate Communications</i></p>	 50%	Council continued to communicate extensively on changes to legislation through the website, media, social media, newsletters and advertising.
L1.1.4.1.3	<p>Identify and involve key staff in the development of formal responses to government legislative reforms and ensure responses are completed within set deadlines.</p> <p><b>Responsible Officer:</b> <i>Director Corporate</i></p>	 50%	A cross organisational Steering Group of staff was established to review and analyse a number of critical elements for Council's future submission. That work will continue into the first quarter of 2015.

**Issue:** Financial capacity and sustainability.

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

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

**Critical Action**

Code	Description	Progress	Comments
L2.1.1.1	Achieve financial sustainability targets identified in the Long Term Financial Plan.  <i>Responsible Officer: Director Corporate</i>	 50%	The Long Term Financial Plan (LTFP) is being updated and reviewed as part of the preparation of the Annual Budget 2015/16. The draft 10 year LTFP is to be finalised by end of March 2015, as part of Council's Resourcing Strategy.  The September Quarterly Budget review highlighting Council's financial performance was presented to Council on 25 November 2014. As at end of September, Council's operating surplus (including capital income) has decreased by \$1.85m compared to original budget. This is primarily due to lower than anticipated section 94 contributions. The forecast working capital balance as at 30 June 2015 will remain at \$4.64m, in line with the long term financial plan target.
<b>Key Achievements</b>			
The forecast working capital balance as at 30 June 2015 will remain at \$4.64m, in line with the long term financial plan target.			

**Operational Plan Tasks**

Code	Description	Progress	Comments
L2.1.1.1.1	Review Long Term Financial Plan each year based on 10 year forecasts.  <i>Responsible Officer: Manager Finance</i>	 50%	The Long Term Financial Plan (LTFP) is being updated and reviewed as part of the preparation of the Annual Budget 2015/16. Budget input on the recurrent budget and capital budget started in November 2014. The draft 10 year LTFP is to be finalised by end of March 2015 , as part of Council's Resourcing Strategy.
L2.1.1.1.2	Undertake quarterly reporting to Council on the financial performance of the organisation.  <i>Responsible Officer: Manager Finance</i>	 50%	The September Quarterly Budget review (QBR) highlighting Council's financial performance was presented to Council on 25 November 2014. As at end of September, Council's operating surplus (including capital income) has decreased by \$1.85m compared to original budget. This is primarily due to lower than anticipated section 94 contributions. The forecast working capital balance as at 30 June 2015 will remain at \$4.64m, in line with the long term financial plan target.  The next quarterly budget review will be in December with the QBR report to Council scheduled for 23 February 2015.

L2.1.1.1.3	Assets are identified for disposal to discharge the Services Relocation Loan by 2016 - 2017.  <b>Responsible Officer:</b> <i>Manager Finance</i>	 50%	The reclassification of lands are continuing and public exhibitions and independent hearings will be completed by June 2015. The initial round of 21 lots of B2 lands were sold in December 2014, with sale prices achieved above reserve. A portion of Culworth Avenue car park land was acquired by Transport for NSW for \$7M, this land will be retained for commuter parking adjacent to the Killara train station.
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### Critical Action

Code	Description	Progress	Comments
L2.1.1.2	Review opportunities for sustainable and equitable increases to Council's income supported by the community.  <b>Responsible Officer:</b> <i>Director Corporate</i>	 50%	A review and benchmarking analysis on Council's fees and charges against neighbouring Councils commenced in November 2014. The fees selected for review were those that generate significant revenue earnings. A final report with management comments and recommendations will be presented to the General Manager and Directors upon finalisation.  Market reviews have also been conducted to ensure rentals reflect current market rates.

### Operational Plan Tasks

Code	Description	Progress	Comments
L2.1.1.2.1	Continue to analyse opportunities to expand the revenue base of Council.  <b>Responsible Officer:</b> <i>Manager Finance</i>	 50%	Finance commenced a review and benchmarking analysis on Council's fees and charges against neighbouring Councils. The fees selected for review were those that generate significant revenue earnings. The review outlining management comments and recommendations will be finalised by end of January and presented to the General Manager and Directors for endorsement.
L2.1.1.2.2	Ensure the commercial property portfolio provides market returns.  <b>Responsible Officer:</b> <i>Manager Integrated Planning Property &amp; Assets</i>	 50%	Formal lease offers (Heads of Agreement) have been reported to Council in respect of the H.A.R.T site at 451 Mona Vale Rd St Ives, and to Charter Hall in respect of the proposed advertising for the Gordon air-bridge, this will be subject to DA approval and agreement to all commercial terms. Offers are reflective of the market advice received from Council's valuers. In principle acceptance from tenants received and lease documentation to finalise terms are at an advanced stage.

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

**Critical Action**

Code	Description	Progress	Comments
L2.1.2.1	<p>Coordinate financial advice to ensure Council meets overall budget performance.</p> <p><b>Responsible Officer:</b> Director Corporate</p>	 <p>50%</p>	<p>The main financial sustainability targets identified in the Long Term Financial Plan (LTFP) are working capital (end of year forecast), net operating result (operating surplus) end of year forecast, unrestricted current ratio, outstanding rates and annual charges and debt service ratio. These indicators are monitored and reported to Council on a quarterly basis as part of Quarterly Budget Reviews. The financial targets as at September have been reported to Council in November 2014. All indicators above have been in line with the adopted LTFP. Working capital forecast to June 2015 at \$4.6M, operating surplus (including capital income) has reduced by \$1.9M compared to budget. This is primarily due to lower than anticipated Section 94 contributions. At the time of reporting on these indicators (working capital and operating result) the results for December quarter were not yet finalised. These will be reported to Council as part of the December Quarterly Budget Review in February.</p> <p>Investment returns as at end of December quarter were above benchmark. The weighted average return for the total portfolio was 4.17% compared to the benchmark of the UBS Bank Bill Index of 2.71%.</p> <p>Rates and Annual Charges Outstanding Ratio forecast for the end of financial year is expected to achieve 3% in line with identified target.</p>

**Operational Plan Tasks**

Code	Description	Progress	Comments
L2.1.2.1.1	<p>Manage financial performance to achieve targets as defined in the Long Term Financial Plan.</p> <p><b>Responsible Officer:</b> Manager Finance</p>	 <p>50%</p>	<p>The main financial sustainability targets identified in the Long Term Financial Plan (LTFP) are working capital (end of year forecast), net operating result (operating surplus) end of year forecast, unrestricted current ratio, outstanding rates and annual charges and debt service ratio. These indicators are monitored and reported to Council on a quarterly basis as part of Quarterly Budget Reviews. The financial targets as at September have been reported to Council in November 2014. All indicators above have been in line with the adopted LTFP. Working capital forecast to June 2015 at \$4.6M, operating surplus (including capital income) has reduced by \$1.9M compared to budget. This is primarily due to lower than anticipated Section 94 contributions. At the time of reporting on these indicators (working capital and operating result) the results for December quarter were not yet finalised. These will be reported to Council as part of the December Quarterly Budget Review.</p> <p>Investment returns as at end of December quarter were above benchmark. The weighted average return for the total portfolio was 4.17% compared to the benchmark of the UBS Bank Bill Index of 2.71%.</p>

Rates & Annual Charges Outstanding Ratio forecast for the end of financial year is expected to achieve 3% in line with identified target.

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

### Critical Action

Code	Description	Progress	Comments
L2.1.3.1	<p>Monitor expenditure to ensure it is in accordance with the expressed wishes of the community and identified in the Community Strategic Plan.</p> <p><b>Responsible Officer:</b> Director Corporate</p>	 <p>50%</p>	<p>The Resourcing Strategy will be revised as part of Council's Integrated Planning and Reporting requirements. Work has commenced on the revision of the Long Term Financial Plan, Asset Management Strategy and Workforce Plan. These will be presented to Council early 2015 and placed on public exhibition for community comment.</p> <p>Progress and completion of major works and outcomes contained in Council's revised 2013-2017 Delivery Program and 2013/14 Operational Plan were reported to the community through the publication of Council's 2013/14 Annual Report in November 2014. The annual report summarises Council's 2013/14 activities, its many achievements and challenges as well as an overview of Council's projects and programs for the year ahead.</p>

### Key Achievements

Key achievements for the 2013/14 year included completion of the Gordon library redevelopment, near completion of the Ku-ring-gai Fitness and Aquatic Centre, completion of significant programs of road works, footpaths, parks, playgrounds and playing fields, revitalisation of the Princes Street, Turramurra neighbourhood shopping centre and receiving numerous awards including the 2014 AR Bluett Memorial Award for excellence in local government.

### Operational Plan Tasks

Code	Description	Progress	Comments
L2.1.3.1.1	<p>The Resourcing Strategy integrates the Long Term Financial Plan, Work Force Plan and Asset Management Strategy.</p> <p><b>Responsible Officer:</b> Manager Finance</p>	 <p>50%</p>	<p>The Resourcing Strategy will be revised as part of Council's Integrated Planning and Reporting requirements. Work has commenced on the revision of the Long Term Financial Plan, Asset Management Strategy and Workforce Plan. These will be presented to Council early 2015 and placed on public exhibition for community comment.</p>
L2.1.3.1.2	<p>Report on the completion of major works and community outcomes through the Annual Report.</p> <p><b>Responsible Officer:</b> Manager Integrated Planning Property &amp; Assets</p>	 <p>50%</p>	<p>Progress and completion of major works and outcomes contained in Council's revised 2013-2017 Delivery Program and 2013/14 Operational Plan were reported to the community through the publication of Council's 2013/14 Annual Report in November 2014. The annual report summarises Council's 2013/14 activities, its many achievements and challenges as well as an overview of</p>



			<p>Council's projects and programs for the year ahead.</p> <p>Key achievements for the 2013/14 year included completion of the Gordon library redevelopment, near completion of the Ku-ring-gai Fitness and Aquatic Centre, completion of significant programs of road works, footpaths, parks, playgrounds and playing fields, revitalisation of the Princes Street, Turramurra neighbourhood shopping centre and receiving numerous awards including the 2014 AR Bluett Memorial Award for excellence in local government.</p>
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**Term Achievement:** Council has increased its commitment to infrastructure asset management priorities.

**Critical Action**

Code	Description	Progress	Comments
L2.1.4.1	<p>Financial strategies underpin Council's asset management policies and strategic vision.</p> <p><b>Responsible Officer:</b> Director Corporate</p>	 <p>50%</p>	<p>Capital expenditure on infrastructure is monitored as part of Quarterly Budget Reviews to Council. Further analysis of available funds diverted towards infrastructure will be sourced through the annual budgeting process 2015/16 and review of long term financial plan (LTFP) 2015/16 - 2024/25, as part of Council's Resourcing Strategy.</p> <p>A consultant has been engaged to assist with the review of Council's asset infrastructure data. The review will ultimately determine the extent of Council's infrastructure backlog and funding required to maintain and renew our infrastructure assets. The revised information will be updated into the Resourcing Strategy, Asset Management Strategy and Asset Management Plans.</p>

**Operational Plan Tasks**

Code	Description	Progress	Comments
L2.1.4.1.1	<p>Identify available funding sources in the Long Term Financial Plan and allocate to priority assets.</p> <p><b>Responsible Officer:</b> Manager Integrated Planning Property &amp; Assets</p>	 <p>50%</p>	<p>Available funds are monitored as part of Quarterly Budget Reviews to Council. Further analysis of available funds diverted towards infrastructure will be sourced through the annual budgeting process 2015/16 and review of LTFP 2015/16 - 2024/25 which commenced early December 2014. These will be reported to Council in 2015.</p>
L2.1.4.1.2	<p>Funding strategies are developed and implemented in-line with Council's adopted Asset Management Strategy.</p> <p><b>Responsible Officer:</b> Manager Integrated Planning Property &amp; Assets</p>	 <p>50%</p>	<p>A consultant has been engaged to assist with the review of Council's asset infrastructure data. The review will ultimately determine the extent of Council's infrastructure backlog and funding required to maintain and renew our infrastructure assets. The revised information will be updated into the Resourcing Strategy, Asset Management Strategy and Asset Management Plans.</p>

## Critical Action

Code	Description	Progress	Comments
L2.1.4.2	<p>Regularly revise Council's strategic asset management plans and integrate with financial planning processes.</p> <p><b>Responsible Officer:</b> Director Strategy &amp; Environment</p>	 <p>53%</p>	<p>This financial year, Council is required to revalue our roads and transport assets, drainage infrastructure and bridges. Consultants are reviewing technical and financial asset registers and methodologies. The revaluation and external review will be completed by May 2015.</p> <p>Council's asset registers are updated on an ongoing basis as part of our condition inspection programs, completed capital works and revaluation requirements. The corporate asset management system is progressing well with the data conversion completed for three asset classes to date.</p>

## Key Achievements

The corporate asset management system is progressing well with the data conversion completed for three asset classes to date.

## Operational Plan Tasks

Code	Description	Progress	Comments
L2.1.4.2.1	<p>Continually improve the integrity of asset data and asset registers.</p> <p><b>Responsible Officer:</b> Manager Integrated Planning Property &amp; Assets</p>	 <p>50%</p>	<p>Council's asset registers are updated on an ongoing basis as part of our condition inspection programs, completed capital works and revaluation requirements.</p> <p>This financial year, Council is required to revalue our roads and transport assets, drainage infrastructure and bridges. Consultants are providing independent advice on the revaluation of Council's bridges, and reviewing technical and financial asset registers and methodologies. The revaluation and external review will be completed by May 2015.</p>
L2.1.4.2.2	<p>Implement asset management plans and progress improvement plans for each asset class.</p> <p><b>Responsible Officer:</b> Manager Integrated Planning Property &amp; Assets</p>	 <p>50%</p>	<p>Actions within the Asset Management Plans and Improvement Plan are regularly monitored to ensure they are progressed or completed. The Asset Management Plans and Asset Management Strategy (which includes the Improvement Plan) forms part of the review of our infrastructure backlog and asset data.</p>
L2.1.4.2.3	<p>Implement an integrated corporate asset management system for all asset classes.</p> <p><b>Responsible Officer:</b> Manager Information Technology &amp; Communications</p>	 <p>60%</p>	<p>This is progressing well with the conversion of Roads data. Moving forward with the configuration and data conversion of the Defects module. Continuing on track to complete the Roads Asset Class by late March 2015.</p>

**Issue:** Good Governance and management.

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

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

**Critical Action**

Code	Description	Progress	Comments
L3.1.1.1	<p>A Council business framework is developed to incorporate best practice integrated planning objectives.</p> <p><b>Responsible Officer:</b> <i>Director Strategy &amp; Environment</i></p>	 50%	<p>Council's adopted Integrated Planning and Reporting framework includes a performance monitoring system for the Community Strategic Plan, Delivery Program and Operational Plan including performance measures and indicators. This includes regular reporting on the achievement of tasks, critical actions and term achievements against their specified targets. Supplementing these measures, performance indicators were also established for the Delivery Program and Community Strategic Plan.</p> <p>In October 2014 the implementation of a corporate system for performance planning and reporting which fully integrates reporting on the Community Strategic Plan, Resourcing Strategy, Delivery Program and Operational Plan was completed. The new system also incorporates bi-annual reporting on risk which will enhance both reporting and decision-making on government related areas.</p>

**Key Achievements**

All required integrated planning and statutory reporting were completed within set time frames for the period July to December 2014.  
 Successful implementation of Performance Planning – Council's new Integrated Planning and Reporting system.

**Operational Plan Tasks**

Code	Description	Progress	Comments
L3.1.1.1.1	<p>Integrate business and decision-making systems and processes with the Community Strategic Plan, Resourcing Strategy, Delivery Program and Operational Plan.</p> <p><b>Responsible Officer:</b> <i>Manager Integrated Planning Property &amp; Assets</i></p>	 50%	<p>All planned actions for integrating business and decision-making systems and processes with the Integrated Planning and Reporting documents were completed for the period July to December 2014.</p> <p>This included the commencement of the new Performance Planning corporate system in October 2014 which fully integrates reporting on the Community Strategic Plan, Resourcing Strategy, Delivery Program and Operational Plan for quarterly, bi-annual and annual reporting and monitoring. The new system also incorporated bi-annual reporting on risk which will enhance both reporting and decision-making on government related areas. Work continued to link financial cost centres to the Delivery Program through the six themes contained in the plans.</p>



L3.1.1.1.2	<p>Review performance measures and indicators to ensure relevance with the Integrated Planning and Reporting framework.</p> <p><b>Responsible Officer:</b> <i>Manager Integrated Planning Property &amp; Assets</i></p>	 <p>50%</p>	<p>Council's adopted Integrated Planning and Reporting framework includes a performance monitoring system for the Community Strategic Plan, Delivery Program and Operational Plan including performance measures and indicators. This includes regular reporting on the achievement of tasks, critical actions and term achievements against their specified targets. Supplementing these measures, performance indicators were also established for the Delivery Program and Community Strategic Plan.</p> <p>All planned actions to review performance measures and indicators were completed within the period July 2014 to December 2014. This included reporting to Council on the progress of term achievements, critical actions, tasks and performance indicators as part of the June bi-annual review of the previous 2013/14 Operational Plan and 2013/14 Annual Report. In addition the first September quarterly review of the 2014/15 Operational Plan was completed and reported internally.</p>
L3.1.1.1.3	<p>Prepare Integrated Planning and Reporting documents and complete all statutory reporting required under the Local Government Act and Integrated Planning and Reporting framework.</p> <p><b>Responsible Officer:</b> <i>Manager Integrated Planning Property &amp; Assets</i></p>	 <p>50%</p>	<p>All required preparation of Integrated Planning and Reporting documents and statutory reporting was completed within set time frames for the six month period July to December 2014. This included:</p> <ul style="list-style-type: none"> <li>- commencement of the revised 2013-2017 Delivery Program and 2014/15 Operational Plan which was adopted by Council on the 24 June 2014</li> <li>- reporting to Council on the June bi-annual review of the previous Delivery Program and 2013/14 Operational Plan, which was presented to Council's meeting of 26 August 2014;</li> <li>- completing a September quarter review of the current Delivery Program and 2014/15 Operational Plan, presented to Council's senior management team in November 2014; and</li> <li>- completing an Annual Report for the 2013/14 financial year and submitting to the Office of Local Government before 30 November 2014.</li> </ul> <p>Reporting on the achievement of statutory financial reporting requirements for the Delivery Program and Operational Plan is provided under Task L2.1.1.1.2 under this theme.</p>

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

**Critical Action**

Code	Description	Progress	Comments
L3.1.2.1	Risk management is integrated into Council's business framework.  <i>Responsible Officer: Director Corporate</i>	 75%	The development of the Risk Management System has been completed. The review of risk data is currently under way with training and assistance being provided to management and key staff as required. The implementation of this system will be monitored with regular reports to be provided to the General Manager and Directors.

**Key Achievements**

The development of the Risk Management System in Councils corporate system has been completed which will enable integration with Integrated Planning and Reporting review cycles.

**Operational Plan Tasks**

Code	Description	Progress	Comments
L3.1.2.1.1	Continue the development of a Risk Management Plan and ensure risks and related actions are monitored, reported on and followed up.  <i>Responsible Officer: Manager Human Resources and Risk</i>	 75%	The development of the Risk Management System in Performance Planning has been completed. This system will enable Managers to develop and track Risk Treatment Plans to ensure all risk actions are actioned as appropriate. The Risk Management Coordinator will be monitoring the status of Risk Treatment Actions and reporting to the General Manager and Directors any that require follow-up. Quarterly Risk Reports are also provided to General Manager and Directors as part of the regular Human Resources and Risk Metrics report.
L3.1.2.1.2	Implement Risk Management software as part of the corporate Performance Planning system.  <i>Responsible Officer: Manager Human Resources and Risk</i>	 75%	Phase One of the system has been developed and implemented. All key staff have been provided with training and assistance in completing the review of the data transferred from the old risk registers into their new risk profiles in the Performance Planning System. The Risk Management Coordinator is now providing ongoing assistance to those staff with complex risk profiles to assist them to finalise their reviews.

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

**Critical Action**

Code	Description	Progress	Comments
L3.1.3.1	<p>Ensure effective and efficient conduct of Council and committee meetings for the benefit of councillors and the community.</p> <p><b>Responsible Officer:</b> Director Corporate</p>	 69%	<p>Council continues to meet its statutory obligations to hold council meetings which are openly accessible to the public. Meetings are held every month of the year with the exception of January due to a holiday recess. Business papers are produced one week prior to an ordinary meeting. Access to these papers is made to the public via Council's website and also by hard copies on the evening of the meeting. Members of the public are able to address council meetings on both agenda items as well as under general address.</p>

**Operational Plan Tasks**

Code	Description	Progress	Comments
L3.1.3.1.1	<p>Business Papers and associated Minutes are published in an accurate and timely manner for public scrutiny and encourage community participation.</p> <p><b>Responsible Officer:</b> Manager Records &amp; Governance</p>	 50%	<p>Business papers were produced within the agreed time frames under Council's adopted Code of Meeting Practice for 7 Ordinary Meetings and 1 Extraordinary Meeting of Council.</p>
L3.1.3.1.2	<p>Deliver code of conduct training to Councillors and staff.</p> <p><b>Responsible Officer:</b> Manager Human Resources and Risk</p>	 75%	<p>Code of Conduct training was provided as part of Councils Induction program for new starters.</p>
L3.1.3.1.3	<p>Undertake refresher training with Councillors and existing staff to respond to changes in code of conduct.</p> <p><b>Responsible Officer:</b> Manager Human Resources and Risk</p>	 75%	<p>Refresher training occurs on an as needs basis for Councillors and existing staff.</p>
L3.1.3.1.4	<p>All new staff are trained in ethics and code of conduct at induction.</p> <p><b>Responsible Officer:</b> Manager Human Resources and Risk</p>	 75%	<p>Code of Conduct training was provided as part of the Induction program for new starters.</p>

## Critical Action

Code	Description	Progress	Comments
L3.1.3.2	Internal audit function is supported and operating effectively.  <i>Responsible Officer: General Manager</i>	 50%	Council formally resolved to enter into a resource sharing arrangement with a number of Councils for the provision of audit services. Audits will commence from February.

## Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.3.2.1	Internal audit programs and statistics are reported to each Audit Committee meeting.  <i>Responsible Officer: General Manager</i>	 50%	Audit statistics were reported to the Audit Committee on 16 December 2014.
L3.1.3.2.2	The results of Internal Ombudsman investigations and customer complaints are reported to the Audit Committee.  <i>Responsible Officer: General Manager</i>	 50%	Internal Ombudsman statistics and matters on hand were reported to the Audit Committee meeting of 16 December 2014.
L3.1.3.2.3	Ensure compliance with requests from external Government organisations in relation to investigations.  <i>Responsible Officer: General Manager</i>	 50%	There were no investigations during this reporting period.

## Critical Action

Code	Description	Progress	Comments
L3.1.3.3	Compliance with the requirements of relevant Acts and Regulations.  <i>Responsible Officer: Director Corporate</i>	 50%	Council continues to comply with its statutory obligations under the relevant Acts and Regulations that relate to the local government sector.

## Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.3.3.1	Comply with the Government Information (Public Access) and Privacy and Personal Information Acts (PIPP).  <i>Responsible Officer: Director Corporate</i>	 50%	During the reporting period Council staff processed 583 informal requests for access to Council information and 23 formal applications for access to Council information under the Government Information (Public Access) Act 2009 and 0 applications under the Privacy and Personal Information Protection Act 1998.

L3.1.3.3.2	Comply with the requirements of the Local Government Act and Regulations.  <b>Responsible Officer:</b> Director Corporate	 50%	Council complied with its requirements under all relevant Acts and Regulations.
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### Critical Action

Code	Description	Progress	Comments
L3.1.3.4	Continue to improve internal Council policies and maintain registers to accord with legislation.  <b>Responsible Officer:</b> Director Corporate	 50%	Council's policy register has been reviewed and a new system for managing policies has been developed in-house. Council is also currently undertaking an organisation wide review of its policies which began in 2014 and is anticipated to conclude by 30 June 2015. Council's public registers are maintained in accordance within statutory requirements.

### Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.3.4.1	Develop a policy review program to ensure currency of all policy documents.  <b>Responsible Officer:</b> Director Corporate	 50%	A review of Council's policy documents that are overdue for review is currently under way.
L3.1.3.4.2	Assess need for new policies and undertake regular policy reviews.  <b>Responsible Officer:</b> Director Corporate	 50%	A new policy template has been designed and is currently in use. A review of Council's current policy register is underway.
L3.1.3.4.3	Continue to refine and enhance internal Council policies to accord with legislation.  <b>Responsible Officer:</b> Director Corporate	 50%	The Governance team continues to maintain by way of a spreadsheet the control data relating to the currency of Council's policies. Governance-related policies continue to be updated as required. A further version of the Policy for the Payment of Expenses and Provision of Facilities to Councillors was adopted in December 2014.
L3.1.3.4.4	Participate in policy review opportunities to implement the principles of sustainability.  <b>Responsible Officer:</b> Manager Environment & Sustainability	 50%	A number of policies are currently being reviewed by the Environment and Sustainability section of Council that will integrate the principles of sustainability. These policies are due to be finalised by the end of 2014/15.
L3.1.3.4.5	Develop systems and internal procedures for regular review and update of registers.  <b>Responsible Officer:</b> Director Corporate	 50%	A spreadsheet register recording Council's public registers is kept up to date through the periodic reminder by the Governance team's contact with the responsible Council officers for the management of the relevant public register(s).

## Critical Action

Code	Description	Progress	Comments
L3.1.3.5	Maintain transparency and accountability in the management of tenders, contracts and purchasing of goods and services.  <i>Responsible Officer: Director Corporate</i>	 50%	A Procurement Policy and associated guidelines are 50% complete and to be submitted to the Managers group, the General Manager and Directors and then Council for approval. Training in the revised documents will be rolled out in the last quarter of the current financial year.

## Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.3.5.1	Tender committee is in place and follows all guidelines in assessing each tender within Council.  <i>Responsible Officer: Director Corporate</i>	 50%	All Tenders are subject to an Evaluation Plan and signed by the Tender Committee members with an evaluation report signed off at the end of each assessment.
L3.1.3.5.2	All contracts are developed using consistent methodologies.  <i>Responsible Officer: Director Corporate</i>	 50%	Draft contracts prepared for all major procurement activities prior to release to public for Tenders and Tender like Request for Quotation processes. Standard contracts in place for most procurement activities.

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

## Critical Action

Code	Description	Progress	Comments
L3.1.4.1	Sustainability is integrated into Council's business framework.  <i>Responsible Officer: Director Strategy &amp; Environment</i>	 33%	The Corporate Sustainability Action Plan 2015 has been finalised and will be officially launched in the 3rd quarter. Actions have been developed through extensive consultation across all departments and a managers working group will facilitate its implementation. Council's staff sustainability network, the Kuring-gai Green Backs (KGB), continues to meet monthly and deliver events for staff. Environmentally Sensitive Lands (ESL) training was not delivered between July and December - training is scheduled for the next two quarters. Progress on developing environmental risk management processes has been slow.  <b>Reason</b>  The development of environmental risk management processes has been delayed due to limited available staff resourcing. There is a clear resource gap in relation to this area of activity.

			<p><b>Remedial Action</b></p> <p>A review of staff resourcing able to be dedicated to the development of environmental risk management processes will be undertaken in the next quarter.</p>
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### Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.4.1.1	<p>Implement Council's Corporate Sustainability Action Plan and corporate sustainability program.</p> <p><b>Responsible Officer:</b> <i>Manager Environment &amp; Sustainability</i></p>	 <p>50%</p>	<p>The Corporate Sustainability Action Plan 2015 has been finalised and will be officially launched in the third quarter. Actions have been developed through extensive consultation across all departments and a management working group will facilitate its implementation.</p>
L3.1.4.1.2	<p>Deliver Environmentally Sensitive Lands training and other staff engagement programs.</p> <p><b>Responsible Officer:</b> <i>Manager Environment &amp; Sustainability</i></p>	 <p>50%</p>	<p>Council's staff sustainability network, the Ku-ring-gai Green Backs (KGB), continues to meet monthly and promote sustainability to council staff. The KGB team have been supporting Council's children services team with staff talks and advice to help achieve sustainability requirements for early learning curriculum and standards. While continuing to communicate general environmental messages to staff, the KGB team have delivered a number of internal workshops for staff, including an energy efficiency talk and two hand-made soap workshops which had high numbers of attendees. Environmentally Sensitive Lands (ESL) training was not delivered between July and December however training is scheduled for the next two quarters.</p>
L3.1.4.1.3	<p>Progress, monitor and report on Council's environmental risk management processes and activities.</p> <p><b>Responsible Officer:</b> <i>Manager Environment &amp; Sustainability</i></p>	 <p>0%</p>	<p>No progress has been made on this task during the reporting period.</p> <p><b>Reason</b></p> <p>The development of environmental risk management processes has been delayed due to limited available staff resourcing.</p> <p><b>Remedial Action</b></p> <p>A review of staff resourcing able to be dedicated to the completion of this task will be undertaken in the next quarter.</p>

### Critical Action

Code	Description	Progress	Comments
L3.1.4.2	<p>Monitoring and reporting on sustainability performance informs investment and management priorities.</p>	 <p>40%</p>	<p>Council now utilises the Envizi platform as its sustainability data management and reporting system. An analysis of Council's 2014 energy snapshot and Council's performance against its 2020 greenhouse gas (GHG) emissions reduction target has informed Council's GHG Reduction Action Plan 2015.</p>



	<p><b>Responsible Officer:</b> Director Strategy &amp; Environment</p>		<p><b>Reason</b> Due to competing work priorities the annual water snapshot 2014 has not yet been compiled.</p> <p><b>Remedial Action</b> The annual water snapshot for 2014 will be produced in the third quarter.</p>
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**Operational Plan Tasks**

Code	Description	Progress	Comments
L3.1.4.2.1	<p>Implement Council's sustainability data management and reporting system and monitor and report on organisational performance.</p> <p><b>Responsible Officer:</b> Manager Environment &amp; Sustainability</p>	<p> 40%</p>	<p>Council now utilises the Envizi platform as its sustainability data management and reporting system. An annual energy snapshot for 2014 has been compiled and provided to key stakeholders and the General Manager and Directors (GMD) group. A presentation on how Council is tracking against its 2020 greenhouse gas emission reduction target was also delivered to GMD.</p> <p><b>Reason</b> Due to competing work priorities the annual water snapshot for 2014 has not yet been compiled.</p> <p><b>Remedial Action</b> A half yearly energy snapshot for 2014/15 will be provided in the third quarter. The annual water snapshot for 2014 will be also be produced in the third quarter.</p>

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

**Critical Action**

Code	Description	Progress	Comments
L3.1.5.1	<p>Ensure optimal performance of Council's records management services and electronic document management system (TRIM) to ensure the timely delivery of information in response to community requests.</p> <p><i>Responsible Officer: Director Corporate</i></p>	 50%	<p>Council's records team, in conjunction with a comprehensive records management program, ensures that council's TRIM electronic records management system adequately meets council's statutory obligations under the State Records Act 1998 and the expectations of staff, councillors and our community.</p>

**Operational Plan Tasks**

Code	Description	Progress	Comments
L3.1.5.1.1	<p>Maintain Council's record management system and provide records management services.</p> <p><i>Responsible Officer: Manager Records &amp; Governance</i></p>	 50%	<p>Records Statistics for July-December 2014</p> <p><b><u>Mail Outgoing:</u></b>                      Small letters – 148,022                      Large letters – 6,271                      others (parcels and International mail) - 1,584</p> <p><b><u>Registered Correspondence:</u></b>                      Documents registered into TRIM (by Records team - excluding administration and scanner logins) – 30,704                      Documents registered into TRIM (by Council officers) – 167,799                      File containers created in TRIM - 2,090                      TRIM help desk completed requests - 372</p> <p><b><u>Archiving:</u></b>                      Number of day boxes created - 39                      Number of archived boxes created - 264                      Number of boxes sent to off-site storage - 31 Type 3 Boxes (100 type four boxes of Legacy subject files and general archiving)                      Number of requests for boxes from off-site – 399                      Number of requests for files from Off-Site - 295                      Number of requests for files stored on-site - 438                      Number of files destroyed - 2003 (Number of items sentenced and destroyed - 649 Legacy subject files, 12 day boxes on site, 515 day boxes off site at GRR)</p>

L3.1.5.1.2	Provide advice and training in the use of Council's record management system (TRIM).  <b>Responsible Officer:</b> Director Corporate	 50%	TRIM training sessions were held in October, November and December 2014 for new and existing staff.
L3.1.5.1.3	Audit and report on compliance with use of Council's record management system.  <b>Responsible Officer:</b> Director Corporate	 50%	A TRIM audit was conducted in July 2014. A further audit will take place in June 2015.

### Critical Action

Code	Description	Progress	Comments
L3.1.5.2	Council's workforce and workplace match contemporary organisation requirements.  <b>Responsible Officer:</b> Director Corporate	 43%	<p>Following the staff Climate Survey, an organisational action plan has been developed and is being progressively implemented in the workplace. In addition to this, the Workforce Action Plan is being reviewed in line with Integrated Planning and Reporting timeframes and a draft 4 year Equal Employment Opportunity (EEO) Management Plan has been developed and is to be presented to the EEO Committee for assessment and further recommendations.</p> <p>In relation to the new administration building project, the following actions have occurred during the period:</p> <ul style="list-style-type: none"> <li>- Internal meeting held to establish Project Group and indicative time frames.</li> <li>- A position description prepared and interviews held to engage a project manager to lead the project.</li> <li>- A site survey completed and consultants engaged to prepare a planning proposal for reclassification of the site.</li> <li>- Preliminary requirements for a cultural centre have been identified in the Kuring-gai Community Facilities Strategy.</li> <li>- Design concepts, interiors and revised costs have been completed and presented to the Project Control Group and Councillors.</li> <li>- An independent auditor has been engaged to review Council's processes relating to the acquisition and project management undertaken for the refurbishment and fit-out of the premises with findings and recommendations being reported to Council early 2015.</li> </ul> <p><b>Reason</b></p> <p>In relation to the new administration building project, there have been some initial delays in progressing the work due to competing priorities.</p>



			<p><b>Remedial Action</b></p> <p>Next steps will include finalising the engagement of a Project Manager in January, preparation of geo-technical and contamination studies, a probity plan and undertake a detailed community facilities needs assessment with the community.</p> <p>Prior to tender a report will be submitted to Council to advise on additional funding requirements and funding solutions/options.</p>
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**Challenges**

Delays in the progress of the new administration building project have been primarily due to competing priorities.

**Operational Plan Tasks**

Code	Description	Progress	Comments
L3.1.5.2.1	<p>Complete site planning of 818 Pacific Highway, Gordon.</p> <p><b>Responsible Officer:</b> <i>Manager Integrated Planning Property &amp; Assets</i></p>	 <p>36%</p>	<p>During the reporting period the following has been undertaken:</p> <ul style="list-style-type: none"> <li>- Internal meeting held to establish Project Group and indicative time frames.</li> <li>- A position description prepared and interviews held to engage a project manager to lead the project.</li> <li>- A site survey completed and consultants engaged to prepare a planning proposal for reclassification of the site.</li> <li>- Preliminary requirements for a cultural centre have been identified in the Kuring-gai Community Facilities Strategy.</li> </ul> <p><b>Reason</b></p> <p>There have been some initial delays in progressing the work due to competing priorities. The engagement of a dedicated resource will progress the project.</p> <p><b>Remedial Action</b></p> <p>Next steps will include finalising the engagement of a Project Manager in January, preparation of geo-technical and contamination studies, a probity plan and undertake a detailed community facilities needs assessment with the community.</p>
L3.1.5.2.2	<p>Council and staff are relocated into the new administration building.</p> <p><b>Responsible Officer:</b> <i>Director Strategy &amp; Environment</i></p>	 <p>30%</p>	<p>During the reporting period design concepts, interiors and revised costs have been completed and presented to the Project Control Group and Councillors.</p> <p>An independent auditor has been engaged to review Council's processes relating to the acquisition and project management undertaken for the refurbishment and fitout of the premises and the findings and recommendations will be reported to Council early 2015.</p> <p><b>Reason</b></p> <p>Costings on design and interior has been completed by a quantity surveyor and tender documents are currently being prepared. Minor delays have</p>

			<p>occurred to allow the Auditor to undertake the review of Council's processes.</p> <p><b>Remedial Action</b></p> <p>Prior to tender a report will be submitted to Council to advise on additional funding requirements and funding solutions/options.</p>
L3.1.5.2.3	<p>Climate survey results are assessed and an action plan developed for implementation.</p> <p><b>Responsible Officer:</b> <i>Manager Human Resources and Risk</i></p>	 50%	<p>An organisational action plan has been developed and is being progressively implemented in the workplace. Department and section plans will be developed over the next six month period.</p>
L3.1.5.2.4	<p>Commence implementation of Work Force Action Plan in accordance with plan timeframes.</p> <p><b>Responsible Officer:</b> <i>Manager Human Resources and Risk</i></p>	 50%	<p>The Workforce Action Plan is being reviewed in line with Integrated Planning and Reporting time frames.</p>
L3.1.5.2.6	<p>Implement Equity and Diversity Strategy in accordance with strategy timeframes.</p> <p><b>Responsible Officer:</b> <i>Manager Human Resources and Risk</i></p>	 50%	<p>A draft four year Equal Employment Opportunity (EEO) Management Plan has been developed and is to be presented to the EEO Committee for assessment and further recommendations.</p>

### Critical Action

Code	Description	Progress	Comments
L3.1.5.3	<p>Provide a safe and healthy workplace for staff, contractors and the community.</p> <p><b>Responsible Officer:</b> <i>Director Corporate</i></p>	 50%	<p>Councils Workplace, Health and Safety (WHS) Management system continues to be implemented with a number of workplace inspections completed during the period. In addition to this, action items contained within the Work Health Safety strategy have been delivered as scheduled. Councils SafeStart Safety program continues to be delivered to new Operations staff.</p>

### Key Achievements

Councils WHS Management system and WHS strategy continue to support a safe and healthy workplace as evidenced by improving statistics regarding lost time injuries and workers compensation claim rates.

### Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.5.3.1	<p>Implement the Work Health and Safety Strategy.</p> <p><b>Responsible Officer:</b> <i>Manager Human Resources and Risk</i></p>	 50%	<p>Action items identified in the WHS Strategy are being implemented in accordance with identified time frames.</p> <p>Initiatives completed to date include - Skin cancer screening program, WHS training needs analysis and training scheduled for 2015, commencement of the audiometric testing program, training of WHS staff in noise measurement. Standard Operating Procedures and Safe Work Method Statements have been reviewed and updated.</p>

L3.1.5.3.2	Deliver the WHS Management system across Council.  <b>Responsible Officer:</b> <i>Manager Human Resources and Risk</i>	 50%	The WHS Committee conducted workplace inspections in Council Chambers and Operations Centre. The WHS Operations work group meetings are held regularly to address operational issues. The Safestart facilitator training was completed for delivery of new material in 2015. 28 incidents reported July - December 2014 (29 for the same period in 2013) 3 Lost Time Injuries reported July - December 2014 (3 for the same period in 2013), 3 workers compensation claims made in July - December 2014 (5 for the same in 2013) 22.2 hours lost to injury (294 hours lost for the same period in 2013).
L3.1.5.3.3	Deliver the SafeStart Safety program.  <b>Responsible Officer:</b> <i>Manager Human Resources and Risk</i>	 50%	Core units of the Safestart program were delivered to new Operations staff and new WHS Committee members in July 2014. Safestart train the trainer for extension units were completed by WHS Coordinator and Operations trainers in preparation for delivery of extension units 1 and 2 in 2015.

### Critical Action

Code	Description	Progress	Comments
L3.1.5.4	Create a culture that builds skills and supports staff in professional development opportunities.  <b>Responsible Officer:</b> <i>Director Corporate</i>	 50%	Following the annual Performance Assessment process, Councils Corporate Training Plan is being developed for delivery over the 2015 calendar year. Work has commenced on the Reward and Recognition program which is due for completion by June 2015.

### Key Achievements

The review of Councils Performance Assessment system and Reward and Recognition program has commenced with a full time Project Officer allocated to complete this work.

### Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.5.4.1	Deliver Training Plans and programs.  <b>Responsible Officer:</b> <i>Manager Human Resources and Risk</i>	 50%	The Work, Health and Safety (WHS) mandatory training has been identified for 2015 and is due to be delivered to relevant staff over the third quarter in 2015. Corporate training is currently being identified to be delivered over the 2015 calendar year.

L3.1.5.4.2	Deliver staff reward and recognition program.  <b>Responsible Officer:</b> <i>Manager Human Resources and Risk</i>	 50%	This policy forms part of the overall Human Resources Policy review and will be developed by June 2015.
L3.1.5.4.3	Monitor and report on learning and development activities across Council.  <b>Responsible Officer:</b> <i>Manager Human Resources and Risk</i>	 50%	A training needs analysis is currently being undertaken based on the 2014 Performance Assessment process. Training will be delivered to staff across the 2015 calendar year.

### Critical Action

Code	Description	Progress	Comments
L3.1.5.5	Information management systems, technologies and procedures are in place to support the organisation's strategic objectives.  <b>Responsible Officer:</b> <i>Director Corporate</i>	 52%	The annual desktop replacement program was completed successfully in November with one third of Council's PCs replaced due to lease expiry. Support requests for the period remained steady and service level agreements are being met. Evaluation of the PABX and Telecommunication Services replacement project quotations were completed in December and the successful vendors were notified, the project is now scheduled to commence early in 2015. All scheduled Information Management Strategic Plan projects have commenced and are progressing well. The project program for 2015/16 was reviewed and approved by the Information Management Business Group (IMBG) for inclusion in the project budget. Network infrastructure maintenance is on schedule with several new servers purchased in December for planned replacements. Regular scheduled maintenance of systems was successfully completed during this period without any issues. The GIS and Property databases have been updated with all relevant changes throughout this period.

### Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.5.5.1	Review and Implement Information Management Strategic plan projects and ensure appropriate funding is identified.  <b>Responsible Officer:</b> <i>Manager Information Technology &amp; Communications</i>	 50%	All projects have been reviewed and are progressing well. Monthly project updates were supplied accordingly. The budget and project list was reviewed for 2015/16 and agreed upon by Information Management Business Group (IMBG).

L3.1.5.5.2	<p>Continual expansion of relevant integrated E-Business and online service delivery.</p> <p><b>Responsible Officer:</b> <i>Manager Information Technology &amp; Communications</i></p>	 60%	<p>Online section 149 and 603 Certificates, along with eDocument Delivery (email) have gone live. We envisage a marketing campaign to promote online certificates early 2015. We have commenced setting up online requests. This should be available to the public in the second quarter of 2015.</p>
L3.1.5.5.3	<p>Council's Geographic Information System (GIS) is maintained and updated.</p> <p><b>Responsible Officer:</b> <i>Manager Information Technology &amp; Communications</i></p>	 50%	<p>All Geographical Information System (GIS) and TechOne Property &amp; Rating (PnR) databases were updated as a result of 25 new subdivisions registered at NSW Land and Property Information which resulted in the creation of 43 new properties and 216 new residential units.</p> <p>Council's new Web Map software has been tested and is ready for release but some refinement to data is continuing and should be ready for the launch.</p> <p>The launch has been delayed until June 2015 due to issues associated with the upgrade of the Production Server to the latest version of ESRI ArcGIS which cannot occur until Dekho V4.1.8 is also running in Production. These issue are being addressed and it is anticipated that they will be resolved early in 2015.</p> <p>The final version of the 155 plans, associated with Ku-ring-gai Local Environmental Plan 2014 were uploaded to the Department of Planning's file transfer protocol (ftp) site pending the making of the plan by the Minister.</p> <p>A total of 2,312 Planning Certificates were issued during this period resulting in an income of \$207,500.</p>
L3.1.5.5.4	<p>Maintain Council's website.</p> <p><b>Responsible Officer:</b> <i>Manager Corporate Communications</i></p>	 50%	<p>During the reporting period Council's website was maintained with up to date information on the services and facilities we provide to the community.</p> <p>Website improvements were implemented to make it more user friendly and pages were restructured to improve access to information.</p> <p>Examples included:</p> <ul style="list-style-type: none"> <li>- new section called 'current projects and priorities'</li> <li>- restructured St Ives precinct pages; and</li> <li>- images added to pages to make the website more visually attractive.</li> </ul> <p>In addition a system was introduced to manage broken links.</p>
L3.1.5.5.5	<p>Monitor and report on use of website.</p> <p><b>Responsible Officer:</b> <i>Manager Corporate Communications</i></p>	 50%	<p>During the reporting period website usage continued to grow with total unique page views reaching 924,177 (+7.6% from previous 6 months). This included:</p> <ul style="list-style-type: none"> <li>* Home - 82,781</li> <li>* MyLibrary- 28,025</li> <li>* Libraries - 25,840</li> <li>* Opening_hours_and_Library_information - 20,442</li> <li>* Waste_and_recycling - 17,273</li> <li>* DA_Tracking- 17,184</li> </ul>



			<ul style="list-style-type: none"> <li>* Sportsground_closures- 13,554</li> <li>* Contact_us - 15,910</li> <li>* Find_out_whats_near_you - 5,840</li> <li>* Plans_and_regulations - 11,532</li> </ul>
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### Critical Action

Code	Description	Progress	Comments
L3.1.5.6	<p>Council's services have been reviewed against community needs, objectives and strategic directions.</p> <p><b>Responsible Officer:</b> Director Strategy &amp; Environment</p>	 36%	<p>Progress during the period included completion of a survey of resident satisfaction with 44 Council service areas, initial review of service mapping, completion of a review template and training for working party staff. A briefing on the results of the survey was provided to Councillors in December 2014 and summary results for specified service areas was included in Council's 2013/14 Annual Report.</p> <p><b>Reason</b></p> <p>Responses to the survey will inform the specification of Council services as well as the preparation of Council's revised Delivery Program and 2015/16 Operational Plan.</p> <p><b>Remedial Action</b></p> <p>A Service Mapping working party has been established, to coordinate an organisational specification of Council's services. An organisation review and specification of services is programmed to commence in January 2015.</p>

### Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.5.6.1	<p>Undertake a program of specification of Council's services, including defined service levels, against community expectations.</p> <p><b>Responsible Officer:</b> Manager Integrated Planning Property &amp; Assets</p>	 37%	<p>Specification of services is programmed to commence in January 2015. Progress during the period included completion of a survey of resident satisfaction with 44 Council service areas. Responses to the survey will inform the specification of Council services as well as the preparation of Council's revised Delivery Program and 2015/16 Operational Plan. A briefing on the results of the survey was provided to Councillors in December 2014 and summary results for specified service areas was included in Council's 2013/14 Annual Report.</p> <p>A template for service costs and deliverables was prepared.</p> <p>A review of 44 service areas was undertaken in consultation with the community through a satisfaction survey, The survey was completed by an independent consultant and the results will be presented to the General Manager, Directors and Councillors.</p>

			<p><b>Reason</b></p> <p>Planning and scoping for the task was undertaken in November and December 2014. The specification of services is programmed to commence in January 2015.</p> <p><b>Remedial Action</b></p> <p>A Service Mapping working party was established in December 2014, to coordinate an organisational specification of Council's services.</p>
L3.1.5.6.2	<p>Commence a whole of organisation review.</p> <p><b>Responsible Officer:</b> <i>Manager Integrated Planning Property &amp; Assets</i></p>	 <p>36%</p>	<p>Progress during the period included completion of a survey of resident satisfaction with 44 Council service areas, initial review of service mapping, completion of a review template and training for working party staff. Specification of services is programmed to commence in January 2015.</p> <p><b>Reason</b></p> <p>Planning and scoping for the task was undertaken in November and December 2014.</p> <p><b>Remedial Action</b></p> <p>An organisation review and specification of services is programmed to commence in January 2015.</p>

### Critical Action

Code	Description	Progress	Comments
L3.1.5.7	<p>Council provides quality customer service.</p> <p><b>Responsible Officer:</b> <i>Director Community</i></p>	 <p>50%</p>	<p>Council provided, maintained and measured quality customer service during the period. A pilot benchmarking assessment was undertaken with other councils during the six months showing that Council is meeting industry standards. A formal benchmarking program will be reported to Council six monthly.</p>

### Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.5.7.1	<p>Implement Customer service Standards.</p> <p><b>Responsible Officer:</b> <i>Director Community</i></p>	 <p>50%</p>	<p>During the period the restructure of Customer Service was completed. Implementation and ongoing measurement of key performance indicators are underway and will be reported six monthly.</p>

**Issue:** Community engagement.

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

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

**Critical Action**

Code	Description	Progress	Comments
L4.1.1.1	Implement a program of innovative and effective engagement to provide a better understanding of Council services, programs and facilities to the community.  <i>Responsible Officer: Director Community</i>	 50%	Council is providing innovative and effective consultation by taking new ideas and master plans directly to the community through forums, workshops, special events and information stalls. Opportunities for the community to provide comment is further broadened by access to Bang the Table, social media and dedicated website pages.

**Operational Plan Tasks**

Code	Description	Progress	Comments
L4.1.1.1.1	Revise Engagement Policy and ensure promotion and education throughout the organisation.  <i>Responsible Officer: Manager Corporate Communications</i>	 50%	A review of Council's existing engagement policy commenced during the reporting period. This will incorporate the need to utilise innovative and effective engagement practices to reach the community.

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

**Critical Action**

Code	Description	Progress	Comments
L4.1.2.1	Proactively monitor media and public comment and develop and coordinate the Council's actions in response.  <i>Responsible Officer: Director Community</i>	 50%	During the period Council officers proactively monitored media and public comment, provided timely reporting to Councillors as well as media releases and responses.

## Operational Plan Tasks

Code	Description	Progress	Comments
L4.1.2.1.1	<p>Monitor media and public comment and coordinate Council's response.</p> <p><b>Responsible Officer:</b> <i>Manager Corporate Communications</i></p>	 50%	<p>Media monitoring summaries continued to be provided to Councillors and senior management on a daily basis and on demand. Staff responded to comments and enquiries on social media within 24 hours of posting. The media advisor and associated staff prepared an average of three media releases about Council business each week during the reporting period and refreshed the latest news section on the website each business day. During this period the media advisor responded to an average of four media enquiries each week.</p>
L4.1.2.1.2	<p>Proactively publicise and manage Council's achievements, programs, policies and projects.</p> <p><b>Responsible Officer:</b> <i>Manager Corporate Communications</i></p>	 50%	<p>During this period 46 media releases were issued to the media. The media advisor continued to respond to media enquiries on a same-day turnaround basis. The Council's corporate advertisement was amended to make public exhibitions clearer to the public. The digital advertising campaign with News.com continued to further publicise Council services and events. Communications strategies were successfully implemented for the Ku-ring-gai Fitness &amp; Aquatic Centre, the Wildflower Garden function centre and new visitors centre. National media coverage was obtained for the discovery of a new plant species in Ku-ring-gai.</p>
L4.1.2.1.3	<p>Monitor and apply corporate communications and visual design standards to Council's communication materials, products and website.</p> <p><b>Responsible Officer:</b> <i>Manager Corporate Communications</i></p>	 50%	<p>During the reporting period all corporate communications and visual design of Council's communications material, products and website were produced to a high standard. This included Council's 2014 Bluett Award submission, 2013 – 2014 Annual Report, Delivery Program and 2014/15 Operational Plan, Caley's Pavilion logo and promotional information, Art Centre semester program and Twilight concerts promotional information.</p>