



DELIVERY PROGRAM 2022 – 2026 AND OPERATIONAL PLAN 2022 – 2023

DECEMBER 2022 BI-ANNUAL REPORT

1 JULY – 31 DECEMBER 2022

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About this report






Ku-ring-gai Council's Delivery Program 2022-2026 and Operational Plan 2022-2023 were adopted in June 2022. The combined document includes:

- Four-year Term Achievements, outlining what Council intends to do during its term of office to progress the Community Strategic Plan 'Ku-ring-gai 2032'.
- One-year Operational Plan Tasks that detail the projects, programs and services that will be undertaken during 2022-2023.
- Performance Indicators that are reported annually as part of the June bi-annual reporting.

This report is presented under the following six themes:

	Community, people and culture		Natural environment
	Places, spaces and infrastructure		Access, traffic and transport
	Local economy		Leadership

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

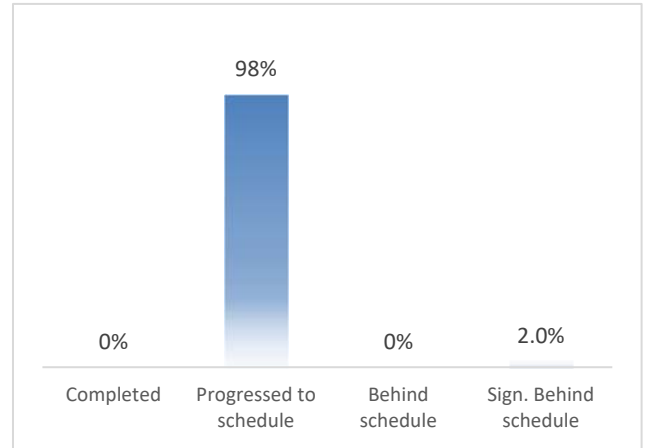
	Status	Description
	Completed	Term achievement/task has been completed.
	Progressed to schedule	Term achievement/task progressed as scheduled.
	Behind schedule	Delayed performance progress with remedial action required.
	Significantly behind schedule	Performance issues resulting in major delays. Actions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

Performance summary snapshot

Delivery Program 2022 - 2026

98%

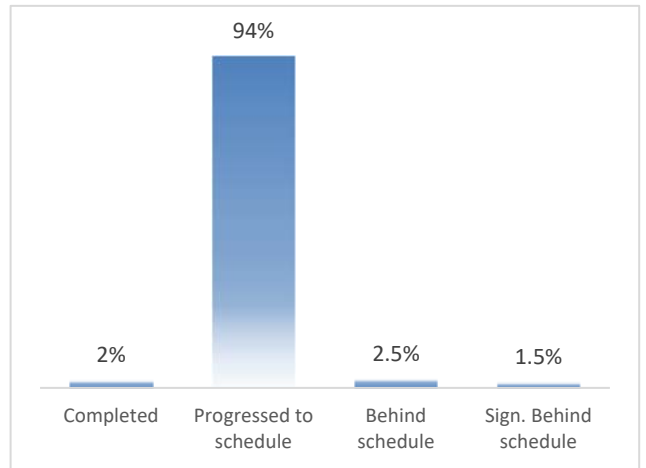
TERM ACHIEVEMENTS PROGRESSED TO SCHEDULE



Operational Plan 2022 - 2023

96%






TASKS COMPLETED OR PROGRESSED TO SCHEDULE








Performance summary by theme

All departments have provided status updates on the progress of Delivery Program term achievements and Operational Plan tasks. Commentary is provided for those not progressing as scheduled including the reasons for delays and proposed remedial actions. Tasks and term achievements indicated as 'on hold' are not included in performance calculations. Results are satisfactory for term achievements and tasks across all themes. Commentary on achievements and challenges during the reporting period is provided within each theme. This report is available at www.krg.nsw.gov.au/Performance-reporting

Delivery Program term achievement performance by theme

Theme	Term Achievements					Total no.
	 Completed	 Progressed to schedule	 Behind schedule	 Significantly behind schedule	 On hold	
Community, People and Culture	0	10	0	0	0	10
Natural Environment	0	10	0	0	0	10
Places, Spaces and Infrastructure	0	15	0	0	1	16
Access, Traffic and Transport	0	7	0	0	0	7
Local Economy	0	5	0	1	0	6
Leadership	0	15	0	0	0	15
Total no.	0	62	0	1	1*	64
Performance: 62/63=98%						

Operational Plan task performance by theme

Theme	Tasks					Total no.
	 Completed	 Progressed to schedule	 Behind schedule	 Significantly behind schedule	 On hold	
Community, People and Culture	0	31	1	0	1	33
Natural Environment	1	28	0	0	0	29
Places, Spaces and Infrastructure	3	59	2	2	1*	67
Access, Traffic and Transport	0	14	0	0	0	14
Local Economy	0	11	0	1	0	12
Leadership	0	49	2	0	0	51
Total no.	4	192	5	3	2*	206
Performance: 196/204=96%						

* Items currently placed on hold by Council Resolution are listed below and are not included in above performance calculations.



1. Renewal of Marian Street Theatre - 28 June 2022 (GB.23, Min 141).
2. Preparation of a Housing Strategy - 16 November 2021 (GB.25, Min 349).

Exception report

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

THEME 1: COMMUNITY, PEOPLE AND CULTURE

Operational Plan Task Exceptions

Code	Description	Progress	Comments
C2.1.1.2	<p>Investigate strategies and models that will assist the provision of affordable housing choices consistent with the Local Strategic Planning Statement (LSPS).</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	 0%	<p>The Local Strategic Planning Statement (LSPS) requires the preparation of an affordable housing strategy and the investigation of an affordable housing contributions scheme which is linked to the preparation of revised planning provisions as part of the Housing Strategy implementation.</p> <p>This task remains on hold following Council's resolution of 16 November 2021 relating to the Department of Planning and Environment's approval of the Ku-ring-gai Housing Strategy.</p> <p>In February 2022, Council resolved to write to local State members reinforcing the effects that the current statement of expectations has on Council operations, following consideration of the Environmental Planning and Assessment (Statement of Expectations) Order 2021 advice from the Department of Planning and Environment. Letters were sent in March 2022 discussing key concerns regarding development assessment and Council's adopted position in relation to key strategic planning obligations.</p> <p>Reason</p> <p>This task remains on hold following Council's resolution of 16 November 2021.</p> <p>Remedial Action</p> <p>Council staff are awaiting a further resolution from Council to progress this task.</p>
C6.1.1.6	<p>Implement the Food Safety Protection Program in accordance with the NSW Food Authority Agreement.</p> <p>Signoff Authority: <i>Manager Compliance & Regulation</i></p>	 45%	<p>During the reporting period:</p> <ul style="list-style-type: none"> * There were 433 registered food premises within the Ku-ring-gai local government area. * The 2022/23 inspection schedule commenced and is well on the way to ensure the food premises inspection program meets relevant performance measures and that Council meets its obligation to the NSW Food Authorities. * 163 food shop inspections were undertaken. The program will be reviewed, and adjustments made to meet targets as required. Food shop owners/operators continue to be regularly updated and provided with information on food safety hygiene practices and relevant changes to legislation. * 83 Customer requests were received with 118 customer requests completed. <p>Reason</p> <p>Staff shortages over the past six-months due to illness particularly staff contracting COVID-19, leave and other priorities has impacted on the program.</p> <p>Remedial Action</p> <p>The inspections delivery schedule will be reviewed, and adjustments made by increasing the number of weekly food shop inspections per officer to compensate for shortfall.</p>




THEME 3: PLACES, SPACES AND INFRASTRUCTURE

Term Achievement Exceptions

Code	Description	Progress	Comments
P7.1.2	<p>The renewal of Marian Street Theatre is substantially completed.</p> <p>Signoff Authority: Director Strategy & Environment</p>		<p>This Term Achievement is currently on hold.</p> <p>Reason</p> <p>This term achievement is on hold while funding strategies are being explored and in accordance with Council's resolution at the Ordinary Meeting of Council held 28 June 2022 (min 141) that: A(i) the construction tender and associated establishment of the loan for the Marian Street Theatre project will not proceed without a further report to Council.</p> <p>Remedial Action</p> <p>A report will be presented to Council.</p>


Operational Plan Task Exceptions

Code	Description	Progress	Comments
P1.1.1.2	<p>Finalise preparation of a Local Character Strategy for Ku-ring-gai consistent with the Local Strategic Planning Statement (LSPS), Local Character Guidelines and the North District Plan.</p> <p>Signoff Authority: Manager Urban Planning</p>		<p>The Local Strategic Planning Statement identified an action to implement local character overlays within the Ku-ring-gai Local Environmental Plan as part of planning for future housing provision.</p> <p>The NSW Department of Planning and Environment have advised that Local Character Overlays will not be progressed via Council's LEP but now through Councils DCP process.</p> <p>Reason</p> <p>In response to the changes to NSW Department of Planning and Environment requirements for local character overlays Council staff commenced a housekeeping review of the Ku-ring-gai DCP as the first step to take account of the Local Character Study overlay in the next review of the DCP. This work is contingent on revised housing strategy implementation.</p> <p>Remedial Action</p> <p>Council staff commenced a housekeeping review of the Ku-ring-gai DCP to as the first step to take account of the Local Character Study overlay in the next review of the DCP. This work is contingent on revised housing strategy implementation.</p>
		5%	
P4.1.1.5	<p>Finalise Public Domain Plans for St Ives, Roseville, Lindfield and Pymble.</p> <p>Signoff Authority: Manager Urban Planning</p>		<p>This task is progressing however delays were experienced. Work completed during the reporting period included:</p> <ul style="list-style-type: none"> * Lindfield Public Domain Plan adopted by Council in July 2022. * St Ives Public Domain Plan placed on public exhibition July - August 2022. Final plan reported to OMC December 2022 for Council adoption. * Roseville Public Domain Plan placed on public exhibition August - September 2022. Final plan reported to OMC December 2022 for Council adoption. * Pymble Public Domain Plan placed on public exhibition October - November 2022. Councillor briefing held 23 August 2022. Final Plan reported to OMC December 2022 for Council adoption. <p>A Question-and-Answer session was held for Councillors on 7th December 2022 on any matters of concern arising from the three Public Domain Plans. At the December</p>
		35%	


			<p>OMC Council deferred their decision subject to site visits being held for Councillors.</p> <p>Reason</p> <p>Council deferred consideration of the Public Domain Plans for Roseville, Pymble and St Ives subject to site visits being held for Councillors.</p> <p>Remedial Action</p> <p>Site visits were scheduled for 1st and 2nd February 2023 and the plans were reported back to OMC February 2023.</p>
P4.1.1.6	<p>Prepare streetscape and park concept plans for identified precincts in St Ives, Pymble and Roseville local centres consistent with the Public Domain Plan.</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	<p></p> <p>40%</p>	<p>The preparation of concept plans for St Ives, Pymble and Roseville local centres has been delayed because of Council deferring its consideration of the draft plans at the OMC December 2022. Council has endorsed a concept plan for the expansion of Bedes Forest allowing progression of the project in early 2023</p> <p>Reason</p> <p>Council has deferred consideration of the PDPs to 2023 subject to Councillor site visits</p> <p>Remedial Action</p> <p>Site visits were scheduled for 1st and 2nd February 2023. The Plans were reported back to OMC February 2023.</p>
P6.1.1.11	<p>Continue to progress preparation of a Green Grid Strategy for Ku-ring-gai to align with the Local Strategic Planning Statement (LSPS).</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	<p></p> <p>45%</p>	<p>The Green Grid Strategy Stage One report was finalised, and the Stage Two report commenced including mapping and analysis.</p> <p>Reason</p> <p>Staff resources were diverted to other projects, including the Ku-ring-gai Urban Forest Strategy.</p> <p>Remedial Action</p> <p>Following adoption of the Ku-ring-gai Urban Forest Strategy, more resources can be diverted to developing the Green Grid Strategy.</p>
P7.1.2.1	<p>Complete detailed design, tender and award the contract for construction of the Marian Street Theatre.</p> <p>Signoff Authority: <i>Director Strategy & Environment</i></p>	<p></p> <p>0%</p>	<p>The design consultant team have completed the documentation for tender of the Theatre works.</p> <p>This task has been placed on hold while funding strategies are being explored and in accordance with Council's resolution at the Ordinary Meeting of Council held 28 June 2022 (min 141) that: A(i) the construction tender and associated establishment of the loan for the Marian Street Theatre project will not proceed without a further report to Council.</p> <p>Reason</p> <p>This task has been placed on hold consistent with the Council resolution of the 28 June 2022.</p> <p>Remedial Action</p> <p>There is no current remedial action.</p>

THEME 5: LOCAL ECONOMY

Term Achievement Exceptions



Code	Description	Progress	Comments
E1.1.2	<p>Strategies and plans are in place that support business growth.</p> <p>Signoff Authority: Director Strategy & Environment</p>		<p>Progress is significantly behind schedule.</p> <p>Council was preparing an Employment Lands Study to be consistent with the Local Strategic Planning Statement.</p> <p>Reason</p> <p>The Department of Planning and Environment released their own guidelines for employment lands and Council's Employment lands study needs to be consistent with those guidelines.</p> <p>Remedial Action</p> <p>The Employment Lands Strategy Guidelines are being reviewed with the intention of developing a full project plan for a study. Consultants will be engaged within this financial year.</p>

Operational Plan Task Exceptions

Code	Description	Progress	Comments
E1.1.2.1	<p>Undertake the Employment Lands Study and Strategy in accordance with Department of Planning, Industry and Environment (DPIE) guidelines.</p> <p>Signoff Authority: Manager Urban Planning</p>	 10%	<p>Progress on the Strategy was delayed during the reporting period; however, staff are currently reviewing the Employment Lands Strategy Guidelines.</p> <p>Reason</p> <p>The Department of Planning and Environment Employment Lands Strategy Guidelines were released in September 2022.</p> <p>Remedial Action</p> <p>The Employment Lands Strategy Guidelines are being reviewed with the intention of developing a full project plan for a study. Consultants will be engaged within this financial year.</p>

THEME 6: LEADERSHIP

Operational Plan Task Exceptions

Code	Description	Progress	Comments
L4.1.1.2	<p>Manage, coordinate, support and facilitate the effective operation of Council's Internal Audit function.</p> <p>Signoff Authority: <i>Manager People & Culture</i></p>	 45%	<p>A panel of seven internal audit service providers have been selected and endorsed by Council in November 2022. They will be completing internal audits under the management of the Head of internal Audit in lieu of internal resources.</p> <p>An ARIC meeting was held in December 2022 where the status of past internal audit recommendations, including those raised in the cyber security review completed in 2021 was presented - there are currently ten recommendations that are outstanding, six of these have been extended past their due date due to resourcing restrictions. However, none are considered to be extensively protracted. Recommendations arising from the recent issue of OLG guidelines such as the risk management and internal audit guidelines were considered by the Committee.</p> <p>Planning for two audits of plant and fleet management and the IP&R Framework has been completed and fieldwork will commence in January 2023.</p> <p>Reason</p> <p>Resourcing limitations in the first quarter of this period whilst the tender was being finalised had a flow on effect into the second quarter.</p> <p>Remedial Action</p> <p>With the panel of providers now formalised, the internal audit plan for Ku-ring-gai Council is expected to progress and the plan is expected to be delivered by June 2023.</p>
L4.1.1.5	<p>Coordinate the efficient and effective delivery of the North Shore Council's Internal Audit Service.</p> <p>Signoff Authority: <i>Manager People & Culture</i></p>	 45%	<p>A panel of seven internal audit service providers were appointed in November 2022. They will assist with completing audits under the management of the Head of Internal Audit.</p> <p>Quarterly ARICS have been attended and the suite of reports has included progress reporting, as well as providing feedback on the compliance with recently issued Office of Local Government (OLG) Guidelines and Audit Office of New South Wales (AONSW) Performance Reports.</p> <p>There are twelve audits that have either been completed or commenced.</p> <p>Reason</p> <p>Resourcing limitations in the first quarter of this period whilst the tender was being finalised had a flow on effect into the second quarter.</p> <p>Remedial Action</p> <p>The formal appointment of providers will now mean that internal audits can be completed as per the plans.</p>

Full reporting by theme



THEME 1

COMMUNITY, PEOPLE AND CULTURE

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

Focus area: C1: Engagement and connectedness

Long-Term Objective: C1.1: An empowered community where opportunities are provided for all voices to be heard and participation and engagement are encouraged.

Term Achievement


Code	Description	Progress
C1.1.1	Innovative and effective community engagement that increases opportunities for participation by all members of the community. Signoff Authority: Director Community	
Comments		
<p>Progressed as scheduled.</p> <p>Engagement with the community is an important factor in all Council projects and changes to programs. Community consultation is undertaken with all projects and changes to programs. Support for staff is available via the policy and the community engagement staff.</p>		

Operational Plan Tasks




Code	Description	Progress	Comments
C1.1.1.1	Liaise with staff to ensure the Community Engagement Policy is understood and provide support as needed. Signoff Authority: Manager Corporate Communications	 50%	All staff undertaking community engagement are advised about the requirements of the Community Engagement Policy. The Community and Business Engagement Coordinator supports planning, delivery, and reporting of all engagement projects to ensure requirements of the Policy are met.
C1.1.1.2	Enhance engagement with people with disabilities, culturally and linguistically diverse groups and young people. Signoff Authority: Manager Corporate Communications	 50%	Staff have undertaken a review of community engagement delivered as part of the recent update to the Community Strategy Plan. This has resulted in adapting the project-based engagement approach commonly employed to include a more rigorous process of broader non-project specific ongoing engagement. This will allow more effective engagement of harder to reach groups including people with disabilities, culturally and linguistically diverse groups and young people. It is envisaged a new model will be being trialed in mid-2023.
C1.1.1.3	Monitor and report on the outcomes of community engagement and consultation. Signoff Authority: Manager Corporate Communications	 50%	A wide range of community engagement projects were undertaken during the period. This included small-scale park/playground upgrade projects in Ibbitson Park Lindfield and Sequoia Close in West Pymble, landscape masterplans in The Glade Wahroonga and Queen Elisabeth Reserve West Lindfield, and high-level plans including Sportsground Plans of Management, Public Domain Plans, Recreation Needs Study, and an Outdoor Dining Policy.


			Project managers were closely supported and advised throughout the planning and delivery of these projects to ensure requirements in the Community Engagement Policy were met.
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Term Achievement

Code	Description	Progress
C1.1.2	Increase opportunities for community connectedness, inclusiveness and a sense of belonging. <i>Signoff Authority: Director Community</i>	
Comments		
<p>Progressed as scheduled.</p> <p>A range of volunteering and training opportunities were provided to residents encouraging local community involvement and enhancing the service delivery capacity of local organisations. Strategies were also developed to assist with recruitment and retention of volunteers including providing small grants to community groups.</p>		

Operational Plan Tasks


Code	Description	Progress	Comments
C1.1.2.1	Resource and support local initiatives and volunteer organisations through the Ku-ring-gai Community Grants Program. <i>Signoff Authority: Director Community</i>	 90%	The 2023 Ku-ring-gai Community Grant Program (KCGP) assessment process was completed, and funds distributed to community/arts cultural groups. Planning commenced for the 2024 KCGP.
C1.1.2.2	Coordinate the Ku-ring-gai Hornsby Volunteer Coordination Service to enhance the capacity of local organisations to deliver services to older and frail aged residents. <i>Signoff Authority: Manager Community Development</i>	 50%	Local Commonwealth Home Support Program (CHSP) organisations were supported through dissemination of updated policy information and by extensive promotion of their volunteer opportunities. From July to December, as requested by local community organisations, 17 new volunteer roles were advertised through the Hornsby/ Ku-ring-gai Volunteer Referral Services; 123 volunteers were referred to local organisations for suitable volunteer roles based on their interests, skills, availability, and age.
Key Achievements			
It is still difficult to meet the high demand for volunteers for certain aged care roles due to more stringent regulations governing volunteering. However, increasing numbers of volunteers engaged in outdoor or less restricted roles.			
C1.1.2.3	Resource and support volunteers by providing information, training and participation opportunities and recognising their contribution to the community. <i>Signoff Authority: Manager Community Development</i>	 50%	<p>During the second half of 2022, organisations such as SES, Lifeline Book Club and Bobbin Head Cycle Classic approached Council to advertise and promote their special volunteer opportunities through Council's online volunteer platform. They were fully supported and provided a greater variety of opportunities such as one-off volunteering, which enabled more people in the community to participate.</p> <p>800 items of small, customised gifts, such as diaries and pens, were purchased and distributed to local community organisations to give to their volunteers. These gifts assisted the organisations in their volunteer appreciation and retention activities.</p>
Key Achievements			
By including volunteering opportunities in organisations other than aged services in the list of roles offered on Council's online platform, differing volunteering needs were met in this period. This encouraged a greater number of volunteers, thus enhancing community participation and a sense of pride in the community.			

C1.1.2.4	<p>Deliver environmental volunteering programs.</p> <p>Signoff Authority: <i>Acting Manager Environment & Sustainability</i></p>	 50%	<p>Bushcare/Streetcare/Parkcare programs are picking up momentum after unprecedented wet weather which stopped most outdoor activities. Approximately 600 volunteers participated which is down on previous year's numbers due to COVID-19 and wet weather. There were 77 group sites with a further 70+ volunteers working as individuals. A new program was introduced - Streamwatch - which has four sites offering different volunteer experiences in water monitoring. There was an increase in Garden Shed volunteer numbers to 12 who propagate for the community and Ku-ring-gai Wildflower Garden retail nursery. The bee program now has over 700 hives in resident properties and at local schools. The program has been expanded to offer bee hotels with an educational package to schools and early learning centres with 6 currently installed.</p>
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Focus area: C2: Housing choice


Long-Term Objective: C2.1: Housing choice and adaptability support the needs of a changing population.

Term Achievement

Code	Description	Progress
C2.1.1	<p>Council's planning approach to the provision of housing across Ku-ring-gai is responsive and addresses the supply, choice and affordability needs of the community and the changing population.</p> <p>Signoff Authority: <i>Director Strategy & Environment</i></p>	
<p>Comments</p> <p>Progressed as scheduled.</p> <p>Council continues to process private led planning proposals and those of Council owned land where appropriate for new housing. Task C2.1.1.2 requiring the preparation of the housing strategy remains on hold following Council's resolution of 16 November 2021.</p>		

Operational Plan Tasks


Code	Description	Progress	Comments
C2.1.1.1	<p>Monitor and process proponent led and Council's planning proposals for additional housing.</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	 50%	<p>The proponent led Planning Proposal for 8A, 14 and 16 Buckingham Road, Killara has been placed on public exhibition and will be reported to the February Ordinary Meeting of Council for final determination.</p> <p>Proponent led Planning Proposals for 130 Killeaton Street, St Ives and 1364-1396 Pacific Highway and 1, 1A, 3 and 3A Kissing Point Road, Turramurra have been assessed and reported to the KLPP for advice. They will both be reported to Council in the upcoming quarter for a decision as to whether they should be submitted to DPE for a Gateway Determination.</p>

C2.1.1.2	<p>Investigate strategies and models that will assist the provision of affordable housing choices consistent with the Local Strategic Planning Statement (LSPS).</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	 0%	<p>The Local Strategic Planning Statement (LSPS) requires the preparation of an affordable housing strategy and the investigation of an affordable housing contributions scheme which is linked to the preparation of revised planning provisions as part of the Housing Strategy implementation.</p> <p>This task remains on hold following Council's resolution of 16 November 2021 relating to the Department of Planning and Environment's approval of the Ku-ring-gai Housing Strategy.</p> <p>In February 2022, Council resolved to write to local State members reinforcing the effects that the current statement of expectations has on Council operations, following consideration of the Environmental Planning and Assessment (Statement of Expectations) Order 2021 advice from the Department of Planning and Environment. Letters were sent in March 2022 discussing key concerns regarding development assessment and Council's adopted position in relation to key strategic planning obligations.</p> <p>Reason</p> <p>This task remains on hold following Council's resolution of 16 November 2021.</p> <p>Remedial Action</p> <p>Council staff are awaiting a further resolution from Council to progress this task.</p>
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Focus area: C3: Health and wellbeing

Long-Term Objective: C3.1: An equitable, inclusive and resilient community that cares and provides for its residents and embraces healthier lifestyles.

Term Achievement

Code	Description	Progress
C3.1.1	<p>Council's policies, programs and advocacy address the social, information and health needs of all age groups, reduce disadvantage and address gaps in service provision.</p> <p>Signoff Authority: <i>Director Community</i></p>	
Comments		
<p>Progressed as scheduled.</p> <p>Programs across several service areas have particularly focussed on encouraging residents to re-engage with their local community and participate in targeted activities. This is across various population segments and target groups including children, young people, older people, culturally and linguistically diverse communities, people with disabilities and families.</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
C3.1.1.1	<p>Develop and implement effective plans, services and programs to proactively address the changing needs of the community including recommendations and programs identified in Council's Community Needs Analysis and Children's Services Needs Study.</p> <p>Signoff Authority: <i>Manager Community Development</i></p>	 50%	<p>Children and youth services were fully operational over the period. A range of programs in partnership with community groups were implemented to meet the needs of children, young people, older people, culturally and linguistically diverse communities and people with a disability.</p>
C3.1.1.2	<p>Partner with key stakeholders to deliver community programs in response to identified community needs.</p>	 50%	<p>Aged Services worked with various organisations to provide workshops on Safe Driving for Seniors, Understanding Aged Care Costs and Healthy Brain Ageing, which were well attended and averaged a 95% satisfaction rating. Seniors' outings included</p>


	<p>Signoff Authority: <i>Manager Community Development</i></p>	<p>visits to museums, art galleries, historic houses, the Equestrian Centre, and the Cherry Blossom and Tulip Festivals. Weekly exercise classes and chess club meetings continued through July to December. All these activities give seniors the opportunity to develop and maintain their social connections. The Men's Kitchen ran three groups each month and is seeking a second venue to accommodate the 30 people on their waiting list. The Ku-ring-gai Dementia Alliance held their first meeting to establish an Action Plan and discuss roles.</p> <p>Children's Services (CS) worked with KU Inclusion Support Services to assist children who required additional support in the classroom. CS also partnered with Early Education Early Intervention Services to operate a resource centre and meeting point at Acron Road Playgroup, for families of young children with additional needs. The re-opening of St Ives Community Hall allowed an additional 50 children per day to access Vacation Care (VC). All four VC services have high occupancy rates. Children with additional needs continue to be supported within these services and the coordinator works collaboratively with Inclusion Support, schools, and other professionals to assist both the children and the families. Students from Macquarie University have been mentored in the long day care service as they continue with their degrees in education. The service is also working collaboratively with the university in research for a language program for children aged two years and above. The CS team provides guidance to implement Child Safety Standards across internal and external organisations, and to drive a child safe culture for young children and young people to keep them safe from harm.</p> <p>Youth Services increased activity during this period, with St Ives Youth Hub open 4 afternoons per week. Young people at St Ives were receptive to weekly urban art workshops and BBQs, fitness programs, St Ives skatepark workshops and competitions, and drop-ins from local mental health youth services. Gordon Youth Hub continued to run 2 afternoons a week, with barista workshops and HSC study support offered in the school holidays. The Hornsby-Ku-ring-gai Mental Health Youth Forum returned in-person in October, with over 200 students from local high schools attending. The Forum provided professional and positive coping strategies to destigmatise mental health in schools. The Youth Services team continued to facilitate workshops at local high schools, providing education on community services, healthy relationships, and safe partying practices. Young people enjoyed end-of-term celebrations with local PCYC and Hornsby Police youth officers at St Ives Youth Hub.</p>
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Key Achievements



- * Aged Services worked with several organisations to provide outings, seminars, and classes for seniors, designed to enhance their social engagement and wellbeing. Comments in feedback include "Lovely meeting different people in a social situation" and "a fabulous experience".
- * The impetus for a Dementia Friendly Community gained momentum with the formation of the Ku-ring-gai Dementia Alliance.
- * Children's Services worked with Early Education Early Intervention Services to open Acron Road Playgroup for families of children with additional needs.
- * Macquarie University students were supported in CS venues to gain their education degrees. * Youth Services collaborated with many organisations to offer fun activities such as art and skating workshops, as well as valuable information for young people. Students were offered HSC support, barista training and strategies for sustaining good physical, emotional and mental health.

C3.1.1.3	<p>Deliver accessible and inclusive library services to the community, including information and lending services, consistent with social justice principles.</p> <p>Signoff Authority: <i>Manager Library Services</i></p>	 50%	<p>July - December 2022 saw 171,259 people visit library branches and borrow 364,592 items from our physical and online collections. HSC students filled Gordon Library using it as a space to study, connect and access HSC resources.</p> <p>Inclusion has been promoted through our events program with Diwali celebrations for people of all ages to celebrate through story time, activities, music and dance, the Dae Hahn Culture School Choir sharing Korean culture and a film screening for International Day of People with a Disability.</p> <p>In addition to the collection and trained staff, information provision was also delivered through a variety of information sessions on topics such as family drug support (8 attendees), Aboriginal heritage in the local area by Karen Smith (51 attendees) and eLibrary online workshop (26 attendees).</p>
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Term Achievement

Code	Description	Progress
C3.1.2	<p>Recreational and leisure opportunities are increased to promote wellbeing.</p> <p>Signoff Authority: <i>Director Community</i></p>	
Comments		
<p>Progressed as scheduled.</p> <p>A range of programs, healthy lifestyle workshops and recreation programs were delivered as the community's hesitancy to participate in group activities dissipated. Council continued to work with community groups to improve community and recreational facilities and seek capital funding to provide opportunities that encourage social interaction and reduce social isolation.</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
C3.1.2.1	<p>Deliver healthy and active lifestyle programs and activities in collaboration with agencies and partners.</p> <p>Signoff Authority: <i>Manager Community Development</i></p>	 50%	<p>The three seniors' weekly functional fitness classes were well attended during Term 3 and Term 4 of 2022, with new participants entering each class as seniors become more confident about participating in group activities. Active Ku-ring-gai has been able to offer numerous exercise programs during this period, including Gym Without Walls, Mums and Bubs, Yoga, Tai-Chi, Social Tennis and Junior Golf programs. A new Intermediate Golf Holiday and Term 1 Clinic were also developed and coordinated in December, as well as a Gym Without Walls free trial and subsequent 7-week program at Wahroonga Park. Tennis remains a very popular pastime, and the St Ives skate park is in constant use.</p>
Challenges			
<p>A notable challenge to participation in Active Ku-ring-gai has been the weather. Wet weather led to the cancellation of our Term 3 Social Tennis program and affected participation in our Term 3 and 4 Gym Without Walls programs. Nonetheless, participation in our Yoga and Tai-Chi programs stayed strong and we have seen a high rate of retention in our Junior Golf programs. Enthusiasm remains high for the range of exercise, fitness and sport opportunities provided by Council's Active Ku-ring-gai and Aged Services teams.</p>			
C3.1.2.2	<p>Ensure facilities are of a standard to support programs and events that improve the wellbeing of the community.</p> <p>Signoff Authority: <i>Manager Technical Services</i></p>	 50%	<p>Both golf courses continue to improve facilities, with Gordon Pro Shop and cart storage currently undergoing major external renovation works. New signage will then be added. The Aquatic Centre has recently released a 5-day free trail pass to encourage new members into the centre. We have seen an increase in patrons at all locations as the weather continues to improve.</p>



Focus area: C4: Diversity and inclusiveness

Long-Term Objective: C4.1: Harmonious communities that understand, value and accept each other, and embrace our evolving cultural identities.


Term Achievement

Code	Description	Progress
C4.1.1	Barriers to social inclusion and participation, and access to social services and community facilities are reduced. <i>Signoff Authority: Director Community</i>	
Comments		
<p>Progressed as scheduled.</p> <p>Specific programs, activities and initiatives commenced in response to identified community need including Dementia Friendly Alliance, Multicultural Advisory Committee, and an inclusive playgroup targeting vulnerable members of our community.</p>		



Operational Plan Tasks

Code	Description	Progress	Comments
C4.1.1.1	Implement Council's Access, Disability and Inclusion Plan. <i>Signoff Authority: Manager Community Development</i>	 50%	<p>Work undertaken during the period included:</p> <ul style="list-style-type: none"> * Ku-ring-gai Dementia Alliance commenced. * Investigated the Sunflower Lanyard Scheme and its suitability for the Ku-ring-gai LGA. * Additional web content training provided due to high uptake by staff including series of access awareness workshops for front line and technical services staff. * Provided a glossary of terms that are suitable/not suitable to use when referring to people with disability and provided to staff via Kasey and newsletter. * Submitted a \$500,00 grant application for amenities block improvements at Bannockburn Oval to address the deficiencies of the current facilities in relation to school students with access requirements.
Key Achievements			
<ul style="list-style-type: none"> * Ku-ring-gai Dementia Alliance * Access and web content training for staff 			
C4.1.1.2	Implement programs in response to identified community needs that promote social inclusion. <i>Signoff Authority: Manager Community Development</i>	 50%	<p>Work undertaken during the period included:</p> <ul style="list-style-type: none"> * Securing funding, sourcing venue and service provider to provide a special needs playgroup located in St Ives for Ku-ring-gai residents who have a child with a disability or developmental delay. * The Ku-ring-gai Dementia Alliance members have been sourced and first meeting scheduled to commence the accreditation process. * The Multicultural Advisory Committee has been established and community members appointed.
Key Achievements			
<ul style="list-style-type: none"> * MyTime playgroup funding secured. * Ku-ring-gai Dementia Alliance initiated. 			

Term Achievement

Code	Description	Progress
C4.1.2	Expanded programs and events support our diversity. Signoff Authority: Director Community	
Comments		
Progressed as scheduled. Council continues to expand its events offerings to support diversity including the regional Eco Festival, Gai Mariagal Festival, and curation of the regional Christmas events program with community partners. Libraries too expanded the diversity of collections including new digital multicultural collections with 1000 titles.		
Key Achievements		
Delivered Spring events program with no Covid-19 restrictions.		


Operational Plan Tasks

Code	Description	Progress	Comments
C4.1.2.1	Deliver community education programs and events that celebrate our diversity. Signoff Authority: Manager Visitor Experience & Events	 50%	From July to December Ku-ring-gai Council delivered: * The Gai Mariagal, Arts & Cultural and Eco Festivals with attendance figures reaching over 8700 visitations. * Civic events including 5 citizenship ceremonies with 308 new citizens and Remembrance Day with 1050 visitation both in person and virtual. * Spring Twilight Concert in the Park at Wahroonga Park on 15 October 2022 attracting 3500 attendees.
C4.1.2.2	Develop and deliver information collections, including local studies and electronic resources, that reflect cultural diversity and pride in the local community. Signoff Authority: Manager Library Services	 50%	Work during the period included: * Purchasing of items for the library's physical and digital collections for community use is approximately 50% expended or allocated. * New digital multicultural collections purchased with over 1000 titles added to eCollections * Library Management System upgraded successfully, allowing for better user experience and contemporary look and function. * New projects identified for Q3 and Q4 relating to further enhancements of Library Management System, eResources and local history equipment * Local History Strategy was completed and awaiting final approval for implementation. * Collection Management Strategy completed and awaiting final approval for implementation.




Focus area: C5: Creativity

Long-Term Objective: C5.1: Our creativity and rich cultural diversity is promoted and celebrated.

Term Achievement

Code	Description	Progress
C5.1.1	Creativity and cultures are expressed through expanded programs and events. <i>Signoff Authority: Director Community</i>	
Comments		
<p>Progressed as scheduled.</p> <p>Council's programs and events continue to expand to provide creative and cultural opportunities including the new Ku-ring-gai Arts & Cultural Festival with over 20 events, expanded environmental education programs at Ku-ring-gai Wildflower Garden, expanded destination events such as Sesame Street Circus and assisting with the community led Indian Independence Day and Jewish Chanukah.</p>		
Key Achievements		
Launch of Ku-ring-gai's new Arts & Cultural Festival.		

Operational Plan Tasks


Code	Description	Progress	Comments
C5.1.1.1	Promote a range of events using Council channels including social media. <i>Signoff Authority: Manager Corporate Communications</i>	 50%	Events promoted during this period include Lunar New Year; Australia Day; Hannukah; Try Turrumurra; Christmas in Ku-ring-gai; business events, road safety campaigns and Sunset Cinema at St Ives Showground. Planning also commenced for promotion of the Seniors Festival in February 2023.
C5.1.1.2	Promote opportunities for Indigenous and cultural groups to stage events consistent with Council's destination events program, including opportunities to partner with other local government areas. <i>Signoff Authority: Manager Visitor Experience & Events</i>	 50%	<p>Work undertaken during the period included:</p> <ul style="list-style-type: none"> * The conclusion of the regional NSROC Gai-mariagal Festival in the July school holiday workshops. * Staff assisted with the co-ordination of a community led Indian Independence Day in Ku-ring-gai Council Chambers. * Staff worked with the Jewish community group Chabad House on the approval of The Chanukah on the Green at St Ives Village Green and the Lighting of the Menorah marking the first day of Chanukah. Both events were delivered with over 2500 visitors. * Staff starting planning Ku-ring-gai's Lunar New Year Festival which will take place from 22 January 2023 for 14 days. Staff are working with relevant cultural groups on the delivery of this event.
Key Achievements			
Under the Keep Australia Beautiful NSW 2022 Sustainable Cities Awards program, Council's Heritage & Gai-Mariagal Festivals and its events celebrating architectural heritage and indigenous culture received the Heritage and Culture Award.			
C5.1.1.3	Encourage and support participation in lifelong learning and community connection within broad cultural, creative and information programs. <i>Signoff Authority: Manager Library Services</i>	 50%	<p>Between 1 July and 31 December 2022 Ku-ring-gai Library and Art Centre welcomed many members of our community to explore and express their stories.</p> <p>The library welcomed 4,372 people to events and programs across our 4 branches. Children and young adult programs at the library included HSC study session lock-ins for students, science workshops for little ones, school holiday programs and special story time with local authors. On Indigenous Literacy Day local school children came to Gordon Library for a special illustration session with an illustrator, writer, animator and mixed media artist, Dub Leffler – a Bigambul and Mandandanji Aboriginal man. Storytime sessions continued for babies, toddlers, and parents</p>

			<p>during the school terms, as well as the introduction of a new session for parents to learn at-home story time activities.</p> <p>Highlight events for all ages and adults were those which brought the community together in celebration; the Five Senses of Diwali, Christmas Carols with the Dae Hahn Culture School Choir and a dessert making workshop for the Harvest Festival saw our community truly inhabit their space in the library. Ku-ring-gai's curiosity also shone in attendance at informational events. Visits from Dr Norman Swan and Richard Fidler were well attended, and our community showed particular interest in the Aboriginal Heritage of the local area and the hidden history of Sydney's Chinatown during History Week.</p> <p>The Ku-ring-gai Art Centre continued to access our community's creative side. 355 people attended school holiday programs and 809 people enrolled in the term-time classes. The final 2022 exhibition 'Colours' left Ku-ring-gai with an incredible splash of artworks. Paintings, prints, drawings, jewellery, ceramics, and sculptures celebrated the vibrancy of creation. Students often inspire each other and the momentum to continue to paint and create increases with each exhibition. These works were shared in the gallery, on the Ku-ring-gai Council website and the Art Centre's Facebook page.</p>
Key Achievements			
<p>During the reporting period:</p> <ul style="list-style-type: none"> * 3383 young people attended sessions at the library * Library adult and all-ages programs had 989 attendees * The Ku-ring-gai Art Centre had 355 people attend school holiday programs and 809 people enrolled in the term-time classes. 			





Focus area: C6: Safety and emergency management



Long-Term Objective: C6.1: A community that feels safe and is equipped to respond to risks to life and property from emergency events.


Term Achievement

Code	Description	Progress
C6.1.1	<p>Programs are implemented to manage risks and impacts on public safety.</p> <p>Signoff Authority: Director Development & Regulation</p>	
Comments		
<p>Progressed as scheduled.</p> <p>Service delivery against adopted plans has been steady. Companion Animals Management has consumed significant additional resources, with a marked increase in pet ownership in Ku-ring-gai and an associated rise in complaints concerning nuisance dogs and cats, together with dog attacks. The collection of mandatory Annual Fire Safety Statements for all buildings containing fire suppression measures continue to require a steady commitment of resources from Council with over 1,350 buildings contained on the register. Income from parking surveillance continues to be at levels well below pre COVID-19, likely attributed to different working patterns with more people working from home and not using local transport hubs, Swimming Pool Barrier inspections continue to reveal most properties fail on first inspection, which requires Council to take additional educational measures with property owners on how to reach and maintain compliance.</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
C6.1.1.1	<p>Facilitate, resource and promote collaborative approaches to community safety that prevent anti-social behaviour and support local crime prevention initiatives.</p> <p>Signoff Authority: <i>Director Community</i></p>	 50%	<p>The Community Development service organised stakeholder meetings to ensure the successful opening of the St Ives Youth Centre and Skate Park including the programming of activities. Participants at the meetings included representatives from: Ku-ring-gai Local Area Police Command, PCYC Youth Liaison Officers, Ku-ring-gai Neighbourhood Centre, St Ives Shopping Village, St Ives Rotary, St Ives Library, Operations Department to seek feedback, address any safety concerns and improvements at the St Ives Recreation Area.</p>
C6.1.1.2	<p>Crime Prevention Through Environmental Design (CPTED) principles are incorporated into the design and construction of Council's Capital Works.</p> <p>Signoff Authority: <i>Manager Technical Services</i></p>	 50%	<p>CPTED Principles continue to be incorporated into the design of each of Council's Capital Works projects.</p> <p>* Construction commenced on the Fox Valley Way Neighbourhood Centre. the design includes provision of greater amenity for pedestrian and improvements to sight lines within carparking areas.</p> <p>* CCTV went live for the new recreation precinct at St Ives Village Green.</p>
C6.1.1.3	<p>Implement the Companion Animals Management Plan 2020-2025, having due regard for any new controls imposed via amended relevant legislation.</p> <p>Signoff Authority: <i>Manager Compliance & Regulation</i></p>	 50%	<p>For the quarter ending December 2022, Ku-ring-gai Council received a total of 192 companion animal requests, totalling 413 companion animal requests for the 6-month reporting period. There were 3 lost and found requests, totalling 7 requests for the 6-month reporting period. 29 dog attack requests totalling 53 requests for the 6-month reporting period. 41 barking dog requests totalling 73 requests for the 6-month reporting period, 7 dog pickup requests totalling 12 requests for the 6-month reporting period, 34 roaming dog requests totalling 73 requests for the 6-month reporting period, and 7 inspect oval requests totalling 10 requests for the 6-month reporting period. There were 369 registrations received in Council Chambers and via the NSW Pet Registry for this quarter, totalling 928 registrations for the 6-month reporting period. Registration money for this quarter totalled \$7,898.00 totalling \$22,053.00 for the 6-month reporting period.</p> <p>The quarter ending in December 2022 saw the largest number of menacing dogs' orders issued which totalled the issued sum of the three previous months. A significant number of dog attacks for this quarter resulted in injury requiring medical attention. The CAMO along with the Team Leader of Regulation and Lawyers completed a witness conference with the victim and witnesses of a serious dog attack form 18 February 2022. Council is seeking a destruction order of the dog involved and the scheduled Court Hearing for the matter is February 2023.</p> <p>During this reporting period Council staff, which included outdoor, regulatory and compliance teams participated in a 1-day Dangerous Dog training course by Total Dog. The CAMO also reviewed Council's Barking Dog and Dog Attack SOPs. These SOPs are to be reviewed and implement during the 3rd Quarter.</p>
C6.1.1.4	<p>Ensure all buildings and multioccupancy residential buildings are compliant with Council's Annual Fire Safety Program.</p> <p>Signoff Authority: <i>Manager Compliance & Regulation</i></p>	 50%	<p>Activities during the period included:</p> <p>* The Essential Services (ES) register was updated and maintained daily to reflect new Essential Service Licences for properties captured, added and or removed from the Annual fire Safety Register.</p> <p>* An additional 10 properties were added and 9 cancelled from the register during Oct- Dec 22 (a total of 25 added and 20 cancelled during the reporting period), with a total of 1,351 active essential services licences.</p>


			<p>* Reminder letters continued to be mailed out monthly to property owners reminding them of their responsibilities to maintain fire safety measures within their buildings and their obligations to submit an Annual Fire Safety Statement (AFSS) on the due date.</p> <p>* All standard templates and standard working procedures relating to Fire Safety have been reviewed and updated. Work procedures have been reviewed to reflect new legislation.</p> <p>* On-site inspections continue to be undertaken by council's fire safety officer to address outstanding historical issues.</p> <p>* Sites with multiple buildings (ES licenses) are being audited to ensure correct fire safety measures are in place and that there are no duplication of measures and or licenses.</p> <p>* Staff continue to support and educate building owners and managing agents on the importance of maintaining the Essential Fire Safety Measures installed within their buildings and owner's obligations to submit the Annual Fire Safety Statements (AFSS) to Council on time.</p>
Challenges			
<p>* Owners and/or their representatives disregard to maintaining the fire safety measures installed within their buildings and submitting the required paperwork to Council on time.</p> <p>* Large sites ie hospitals, schools etc with multiple buildings (ES licenses) are in the process of being audited to ensure the fire safety measures installed on site reflect the measures listed on the Annual Fire Safety Statement (AFSS) for that subject building and that there are no duplications of measures and or AFSS/licences.</p>			
C6.1.1.5	<p>Undertake mandatory inspections of swimming pools as prescribed under legislation.</p> <p>Signoff Authority: <i>Manager Compliance & Regulation</i></p>	 50%	<p>* Approximately 17,800 swimming pools are registered in the Ku-ring-gai local government area.</p> <p>* An additional 99 swimming pools have been added onto the NSW Swimming Pool register within the Ku-ring-gai Local Government Area over October-December 22 (a total of 226 during the reporting period).</p> <p>* 105 swimming pool barrier inspections were carried out and 63 Swimming Pool Directions were served.</p> <p>* The swimming pool register is regularly updated with the number of swimming pool compliance inspections requested remaining very high.</p>
C6.1.1.6	<p>Implement the Food Safety Protection Program in accordance with the NSW Food Authority Agreement.</p> <p>Signoff Authority: <i>Manager Compliance & Regulation</i></p>	 45%	<p>During the reporting period:</p> <p>* There were 433 registered food premises within the Ku-ring-gai local government area.</p> <p>* The 2022/23 inspection schedule commenced and is well on the way to ensure the food premises inspection program meets relevant performance measures and that Council meets its obligation to the NSW Food Authorities.</p> <p>* 163 food shop inspections were undertaken. The program will be reviewed, and adjustments made to meet targets as required. Food shop owners/operators continue to be regularly updated and provided with information on food safety hygiene practices and relevant changes to legislation.</p> <p>* 83 Customer requests were received with 118 customer requests completed.</p> <p>Reason</p> <p>Staff shortages over the past six-months due to illness particularly staff contracting COVID, leave and other priorities has impacted on the program.</p> <p>Remedial Action</p> <p>The inspections delivery schedule will be reviewed, and adjustments made by increasing the number of</p>





			weekly food shop inspections per officer to compensate for shortfall.
Challenges			
<p>* Staff shortages due to illness and other leave remain a challenge.</p> <p>* Customer demands/expectations that the environmental laws will provide them with a high level of protection. In most cases the practical implementation of the environmental laws does not allow those expectations to be realised (most are related to stormwater issues).</p>			
C6.1.1.7	<p>Maintain Council's register and responsibilities for managing regulated premises.</p> <p>Signoff Authority: <i>Manager Compliance & Regulation</i></p>	 50%	<p>* Council's register comprises of 48 outdoor dining premises, 28 skin penetration premises, 31 cooling towers and warm water systems, 29 public swimming pools and 22 septic systems/grey water systems.</p> <p>* Underground Storage of Petroleum Product tanks and vapour recovery systems are now the responsibility of Local Government to check. Registers are being updated to reflect this new responsibility.</p> <p>* Education and information materials were completed and distributed in accordance with annual programs</p>

Term Achievement

Code	Description	Progress
C6.1.2	<p>Emergency Management Plans are developed and implemented, in partnership with emergency service agencies and key stakeholders.</p> <p>Signoff Authority: <i>Director Operations</i></p>	
Comments		
<p>Progressed as scheduled.</p> <p>Council has continued to engage with emergency service providers and combat agencies to meet, consult, develop and implement emergency management plans as well as hazard reduction programs to ensure the safety of Ku-ring-gai communities. This is supplemented by the ongoing engagement of the community through education programs and initiatives such as the Climate Wise Communities website and workshops.</p>		
Key Achievements		
<p>* Endorsement of the 5-year Hornsby Ku-ring-gai Bushfire Risk Management Plan</p> <p>* Review of the Hornsby Ku-ring-gai EMPLAN</p>		

Operational Plan Tasks

Code	Description	Progress	Comments
C6.1.2.1	<p>Implement and report on the Emergency Management Plan (EMPLAN) in consultation with the Hornsby Ku-ring-gai Local Emergency Management Committee.</p> <p>Signoff Authority: <i>Director Operations</i></p>	 50%	<p>The Hornsby Ku-ring-gai Local Emergency Management Committee continues to meet on a quarterly basis. The EMPLAN was reviewed and endorsed by the Regional Emergency Management Committee.</p>
Key Achievements			
<p>Participation in an emergency management exercise facilitated by the Rural Fire Service where the Emergency Operations Centre was tested.</p>			

C6.1.2.2	<p>Communicate emergency management plans to residents and the community to improve their preparedness for emergency events.</p> <p>Signoff Authority: <i>Director Operations</i></p>	 50%	<p>An emergency management plan review is being prepared for inclusion on Council's website. Additional information is available on the Climate Wise Communities page (on Council's website) and is updated regularly.</p>
C6.1.2.3	<p>Implement the Hornsby Ku-ring-gai Bush Fire Risk Management Plan, in consultation with the Hornsby Ku-ring-gai Bush Fire Management Committee.</p> <p>Signoff Authority: <i>Manager Infrastructure Services</i></p>	 80%	<p>Council continues to participate in the Hornsby Ku-ring-gai Bushfire Management Committee and associated sub-committees to deliver the outcomes of the Bushfire Risk Management Plan. Key achievements include the adoption of the Bushfire Risk Management Plan 2023-26 for public exhibition early in 2023. Council's bushland services in corporation with NSW Fire & Rescue completed 7 hazard reduction burns (20.23ha) to protect 233 residential properties with an asset value of \$658 million (calculation based on number of houses 100 metres from the fire edge X median house price of \$2.85 million)</p>
C6.1.2.4	<p>Complete flood risk management studies in consultation with the Flood Risk Management Committee and investigate priority management actions.</p> <p>Signoff Authority: <i>Director Strategy & Environment</i></p>	 50%	<p>The final Middle Harbour Southern Catchments Flood Study was endorsed by Council in December 2022. The two other ongoing flood study projects, the Middle Harbour - Northern Catchments and Lane Cove - Northern Catchments Flood Studies continue to progress.</p>
Key Achievements			
The final Middle Harbour Southern Catchments Flood Study was endorsed by Council in December.			
C6.1.2.5	<p>Review and update Ku-ring-gai's Bushfire Prone Land Map.</p> <p>Signoff Authority: <i>Acting Manager Environment & Sustainability</i></p>	 50%	<p>Council's consultant (Eco Logical Pty Ltd) is nearing completion of the mapping revision, which will provide more accurate mapping that meets both Council and Rural Fire Service requirements.</p>



THEME 2 NATURAL ENVIRONMENT

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

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

Long-Term Objective: N1.1: A community empowered with knowledge, learning and information that drives participation in activities that benefit the environment.


Term Achievement

Code	Description	Progress
N1.1.1	The community has an enhanced appreciation of the value of the natural environment, local environmental issues and impacts. Signoff Authority: Director Strategy & Environment	
Comments		
<p>Progressed as scheduled.</p> <p>Community engagement through all communication channels has increased in this period. Council's three e-newsletters have increased subscribers, bookings for events are consistent and social media has remained high through the holiday period.</p>		



Operational Plan Tasks



Code	Description	Progress	Comments
N1.1.1.1	Utilise a variety of communication mechanisms and channels for different target groups to deliver environmental information. Signoff Authority: Acting Manager Environment & Sustainability	 50%	<p>Council's broad range of community programs and incentives continue to engage the Ku-ring-gai community on environmental and sustainability issues. Particularly through our use of social media and electronic platforms. Council's Loving Living Ku-ring-gai Facebook page has increased to 5,444 followers and during the period posts on this page had a reach (the number of people who saw any content from or about the page) of 88,266. The Envirotube channel on YouTube now has 3,930 subscribers and the videos on the channel have registered 816,157 views. Our newly created Sustainability webinar library on Council's website has also attracted 2,475 views. Our Environment and Sustainability pages on Council's website saw a sizeable increase with 54,541 unique page views.</p> <p>We now have three e-news' coming out of our team with all of them recording increases in subscribers over the last 6 months. The monthly sustainability e-news has 4,869 subscribers, quarterly Smart Schools e-news 178 subscribers and the new Net Zero Communities mailing list has welcomed 561 subscribers.</p>

Term Achievement

Code	Description	Progress
N1.1.2	Increased community activity that benefits the natural environment. Signoff Authority: Director Strategy & Environment	
Comments		
Progressed as scheduled. Council's environmental engagement, education and activities programs continue to be well utilised by residents, businesses and schools in the community with sustained high levels of attendance and uptake.		
Key Achievements		
* Council was awarded a Highly Commended for the Juniors Rangers Club under the Keep Australia Beautiful NSW 2022 Sustainable Cities Awards program. * Ku-ring-gai Wildflower Garden hosted the Australia Plant Society National Conference Field Trip. * The Better Business Partnership held a successful end of year networking event at the Roseville Cinema in late November.		

Operational Plan Tasks


Code	Description	Progress	Comments
N1.1.2.1	Deliver environmental resources and programs for residents. Signoff Authority: Acting Manager Environment & Sustainability	 50%	Council's Loving Living Ku-ring-gai events program has continued to hold well-attended face-to-face and online zoom events. These included bushfire simulations, partner events with the Wildflower Garden, Net Zero Champions working groups and the very popular bird and bushwalks. A total of 918 residents attended or tuned in during the entire period. Community rebates continue to be well-received with a total of 48 claims, including 36 Energy Smart rebates. Compost Revolution saw the sale and delivery of 49 compost bins and 11 worm farms to residents reducing waste to landfill by 6,458 kgs tonnes. Council's Bushcare, Streetcare and Parkcare programs have 800 active volunteers.
N1.1.2.2	Deliver environmental resources and programs for businesses. Signoff Authority: Acting Manager Environment & Sustainability	 50%	During the reporting period there were Better Business Partnership (BBP) staff changes across the participating Councils. Business accreditation for July-December 2022 was as follows: Ku-ring-gai: 10 reaccreditations 9 new accreditations North Sydney Council: 12 reaccreditations 3 new accreditations Willoughby City Council: 12 reaccreditations 5 new accreditations.
Key Achievements			
The Better Business Partnership held a successful end of year networking event at the Roseville Cinema in late November and a webinar for Small Business Month.			

N1.1.2.3	<p>Deliver environmental education resources, programs and events through a lifelong learning pathway.</p> <p>Signoff Authority: <i>Manager Visitor Experience & Events</i></p>	 50%	<p>This period was highlighted by Halloween in the Garden (1,000 people attended) and strong school holiday period.</p> <p>Attendance this period: Nature Play - 625 Preschool Excursion/Incursion - 99 Primary Excursion/Incursion - 309 Secondary Excursion/Incursion - 29 Nature School - 70 Junior Rangers - 86 Junior Rangers Advanced - 42 School Holidays - 558 Wild Birthdays - 637 Special Events/Workshops - 189</p>
N1.1.2.4	<p>Complete design development and prepare tender documentation for construction of the Cultural and Environmental Education Centre.</p> <p>Signoff Authority: <i>Director Strategy & Environment</i></p>	 50%	<p>Design documentation was completed December 2022.</p>


Focus area: N2: Natural areas






Long-Term Objective: N2.1: Our bushland, tree canopy and biodiversity are managed and improved to enhance the health and function of ecosystems.

Term Achievement


Code	Description	Progress
N2.1.1	<p>The condition of bushland and the conservation of native flora and fauna have improved.</p> <p>Signoff Authority: <i>Director Strategy & Environment</i></p>	
Comments		
<p>Progressed as scheduled.</p> <p>Policies, strategies, and programs focused on protecting bushland and native flora and fauna continue to be implemented including the Bushcare, Streamwatch and fauna monitoring programs. Progress on updates to the Natural Areas Plan of Management and review of site management plans with associated monitoring help to ensure that our bushland and biodiversity continue to improve.</p>		
Key Achievements		
<p>Delivery of the Smart Schools nest box program.</p>		

Operational Plan Tasks



Code	Description	Progress	Comments
N2.1.1.1	<p>Implement priority actions in the Ku-ring-gai Natural Areas Plan of Management.</p> <p>Signoff Authority: <i>Acting Manager Environment & Sustainability</i></p>	 50%	<p>The Natural Areas Plan of Management (PoM) is currently with Crown Lands and yet to be finalised. Actions from the existing Bushland PoM continued to be implemented.</p>

N2.1.1.2	Implement the Biodiversity Policy and priority actions including the biodiversity monitoring program. Signoff Authority: <i>Acting Manager Environment & Sustainability</i>	 50%	The Streamwatch program has been established. The bushcare site management plans are being developed and incorporated into monitoring. Invasive species education has been delivered to Pool to Pond participants.
N2.1.1.3	Implement the Fauna Management Policy and priority actions including the fauna monitoring program. Signoff Authority: <i>Acting Manager Environment & Sustainability</i>	 50%	Actions in the Fauna Management Policy continued to be implemented, including but not limited to, the administering of threatened species monitoring programs, collaborative research partnerships, and implementation of best practice guidelines. To promote community engagement in accordance with the policy objectives, the Smart Schools nest box program and Eastern Pygmy-possum nest box monitoring program continue to be implemented.
N2.1.1.4	Review service level agreements for bushland maintenance activities and develop maintenance delivery schedules. Signoff Authority: <i>Manager Infrastructure Services</i>	 50%	Service level agreements are currently being reviewed.
N2.1.1.5	Review site management plans for priority bushland reserves and report on monitoring program. Signoff Authority: <i>Manager Infrastructure Services</i>	 80%	Site plans have been reviewed for bush regeneration activities to ensure the ongoing conservation of high conservation bushland areas and threatened species and vegetation communities. Monitoring continues.
N2.1.1.6	Implement the Ku-ring-gai Biodiversity Offsetting Code of Practice for Council owned or care, control and managed land. Signoff Authority: <i>Acting Manager Environment & Sustainability</i>	 50%	Offsetting requirements continued to be implemented through Council's environmental assessment processes.

Term Achievement

Code	Description	Progress
N2.1.2	Ecological protection is integrated into land use planning and projects. Signoff Authority: <i>Director Strategy & Environment</i>	
Comments		
<p>Progressed as scheduled.</p> <p>Guidelines for Division 5.1 assessments, revised Environmental Impact Assessment (EIA) procedural guidelines and a series of EIA templates developed in response to the introduction of the Environmental Planning and Assessment Regulation 2021 continue to be implemented for activities undertaken under Part 5 of the EP&A Act. Ecological protection also continues to be implemented through the development application and planning proposal process with applications that include works which may impact land identified with Council's terrestrial biodiversity mapping, Greenweb mapping, riparian lands mapping and State Government Biodiversity Values mapping and assessed by relevant staff.</p>		
Key Achievements		
Ecological protections continue through application of Council's strict planning and development procedures.		


Operational Plan Tasks

Code	Description	Progress	Comments
N2.1.2.1	Continually review and implement guidelines, processes and templates for environmental assessments. Signoff Authority: <i>Acting Manager Environment & Sustainability</i>	 50%	Guidelines for Division 5.1 assessments, revised Environmental Impact Assessment (EIA) procedural guidelines and a series of EIA templates were developed in response to the introduction of the Environmental Planning and Assessment Regulation 2021 and continued to be implemented for activities undertaken under Part 5 of the EP&A act.
N2.1.2.2	Apply development assessment controls and conditions to ensure new development reflects federal, state and local government legislation and Council's adopted Local Environment Plans and Development Control Plans with regards to riparian and biodiversity provisions. Signoff Authority: <i>Manager Development Assessment Services</i>	 50%	Development proposals that include works which may impact mapped lands under Councils terrestrial biodiversity mapping, Greenweb mapping and Riparian lands maps and State Government Biodiversity Values mapping, and other environmental legislation are assessed by Council's Ecological Assessment Officer. Where there are impacts, assessments are undertaken to ensure these are minimised and offset by the enhancement of sites through replenishment planting, vegetation management, nest box instalment and the like. Wherever possible works are amended to avoid detrimental impacts. Where offsetting under the Biodiversity Act is proposed the processes and information provided are assessed to ensure these conform to legislative requirements.


Focus area: N3: Natural waterways



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

Term Achievement


Code	Description	Progress
N3.1.1	The condition and quality of natural waterways and riparian areas have improved. Signoff Authority: <i>Director Strategy & Environment</i>	
Comments		
Progressed as scheduled. Priority actions from the Ku-ring-gai Water Sensitive City Strategy continue to be implemented with continued waterway health analysis, participation in research programs and maintenance of water sensitive urban design devices all contributing to waterway health.		

Operational Plan Tasks


Code	Description	Progress	Comments
N3.1.1.1	Participate in research programs and partnerships to advance water management. Signoff Authority: <i>Director Strategy & Environment</i>	 50%	Ku-ring-gai Council continued to participate in the Greater Sydney Harbour and Hawkesbury-Nepean Catchment Management Program projects in addition to other partnerships such as AUSMAP data collection.

N3.1.1.2	Implement priority actions from the Water Sensitive City Strategy. Signoff Authority: <i>Acting Manager Environment & Sustainability</i>	 50%	Priority actions from the Water Sensitive City Strategy continued to be implemented including the following: * new microplastics sampling sites at Quarry Creek * project with AUSMAP for the study of Rubber Crumb and Synthetic Grass Loss at Charles Bean Sportsfield * implementation of water sensitive urban design and sustainable water features where possible * data collection and monitoring programs * ongoing consultation across departments and integration of water sensitive principles into related programs.
N3.1.1.3	Maintain cleaning of water sensitive urban design (WSUD) devices in accordance with asset management plan service levels. Signoff Authority: <i>Manager Waste & Cleaning Services</i>	 50%	Devices continued to be cleaned via contract engagement.

Term Achievement

Code	Description	Progress
N3.1.2	Water harvesting and reuse has increased at Council owned facilities and projects. Signoff Authority: <i>Director Operations</i>	
Comments		
Progressed as scheduled. With the addition of new harvesting facilities installed at Wellington Oval and Samuel King Oval the use of reused water has increased at Council owned facilities.		


Operational Plan Tasks

Code	Description	Progress	Comments
N3.1.2.1	Manage water harvesting and reuse sites according to Water Reuse Management Plans, maintenance programs and the Asset Management Strategy. Signoff Authority: <i>Manager Infrastructure Services</i>	 50%	All water reuse systems have been operational in accordance with management plans. For the first part of this reporting period most water reuse systems were dormant due to the prolonged period of wet weather. From November all systems were running at full capacity.
Challenges			
* Being able to supply quality sportsfields during the wet weather period.			





Focus area: N4: Climate change

Long-Term Objective: N4.1: A community transitioning to net zero emissions and responding to the impacts of climate change and extreme weather events.

Term Achievement


Code	Description	Progress
N4.1.1	Our community is effectively informed and engaged on climate change impacts and responses. Signoff Authority: Director Strategy & Environment	
Comments		
<p>Progressed as scheduled.</p> <p>The Climate Wise Communities program continues to receive good numbers of participants to community workshops. Activities continue to help track and reduce Council's CO2 emissions and adoption of the Net Zero Communities Strategy has provided a framework for helping the community take action to reduce CO2 emissions across the LGA.</p>		

Operational Plan Tasks



Code	Description	Progress	Comments
N4.1.1.1	Deliver the Climate Wise Communities program to build community resilience to the impacts of climate change and extreme weather events. Signoff Authority: Acting Manager Environment & Sustainability	 50%	<p>The second half of 2022 has seen a record number of workshops held and breaking the attendance record for a single workshop. Building on a more personalised approach to inviting those residents most at risk in a specific target area identified by Council's Bushfire Technical Officer. The number of people attending bushfire workshops over the past six months numbers was almost 500. During the workshops residents are provided with the Climate Wise Communities template and link the tools in Climate Wise Community (CWC) to many of the extreme and unexpected twists and turns that can happen in a bushfire in their area. Using CWC greatly assists people to understand the risks of bushfire to themselves and their properties and provides them with a means to put the odds in their favour for personal safety and that of their property.</p> <p>Noosa Council has adopted the CWC website and is currently populating the site with data relevant to the risks in their area. This brings the number of other Councils actively using their version of CWC to 4.</p>
N4.1.1.2	Collate relevant data on CO2 emissions and sustainability and use this to inform Council's ongoing net zero program. Signoff Authority: Acting Manager Environment & Sustainability	 50%	During the reporting period, Council staff attended the Resilient Sydney workshop for the new Net Zero App for local councils. The app provides councils with valuable insights for designing policy and programs supporting Net Zero objectives.
N4.1.1.3	Support the community in reaching net zero emissions by 2040 or earlier. Signoff Authority: Acting Manager Environment & Sustainability	 50%	<p>The Net Zero Communities Strategy was adopted by Council in October 2022.</p> <p>Net Zero Champions community groups have been established with a community forum held on 30 November 2022.</p>
Key Achievements			
The Net Zero Communities Strategy was adopted by Council in October 2022.			
N4.1.1.4	Identify opportunities to support the uptake of low and zero emission vehicles within the community.	 50%	During the reporting period design documentation was completed for public electric vehicle (EV) chargers at four Council sites (Ku-ring-gai Fitness and Aquatic Centre, North Turrumurra Recreation Area,

	<p>Signoff Authority: Acting Manager Environment & Sustainability</p>	<p>Turrumurra Library, Chambers). A project handover from the Sustainability team to the Project team has been undertaken so tender/construction can proceed.</p> <p>Rebate criteria have also been developed for the installation EV chargers by strata dwellings and local businesses. The rebates are offered via Council's Better Business Partnerships Program and Smart Units Program.</p> <p>An EV drive day for residents was co-hosted with NRMA and Northern Beaches Council and was fully subscribed.</p>
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Term Achievement

Code	Description	Progress
N4.1.2	<p>Council's vulnerability to climate change is reduced.</p> <p>Signoff Authority: Director Strategy & Environment</p>	
Comments		
<p>Progressed as scheduled.</p> <p>Council's Climate Wise Communities program continues to increase resident resilience to extreme events. Implementation of Council's Climate Change Policy continues to identify areas where Council can reduce GHG emissions and improve resilience to the impacts of climate change.</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
N4.1.2.1	<p>Implement priority actions in the Climate Change Adaptation Strategy.</p> <p>Signoff Authority: Acting Manager Environment & Sustainability</p>	 50%	<p>The Neighbourhood section in the Climate Wise Communities (CWC) has been expanded. The new Neighbourhood Plan provides a framework for the leaders in neighbourhoods to discuss with their neighbours and develop a network that can work on better understanding the strengths and vulnerabilities of the residents in their network. It also gives them some guidance on how to develop and action a community network dedicated to reducing the risk from extreme events. This revised version of the Neighbourhood template has been included in the tender for developing the new CWC website.</p>
N4.1.2.2	<p>Implement the Climate Change Policy and integrate across Council operations and community objectives.</p> <p>Signoff Authority: Acting Manager Environment & Sustainability</p>	 50%	<p>In the reporting period the following progress was undertaken:</p> <ul style="list-style-type: none"> * development of pilot program for electric truck, with the purchase order placed and vehicle expected in the second quarter of the 2023 calendar year. * the Energy Smart for Business Survey was used to identify the drivers, barriers and levers affecting large businesses and organisations looking to switch to renewable energy - based on the survey results, a renewable energy buyers webinar is being organised for the first quarter of the 2023 calendar year. * several opportunities were investigated to understand how distributed energy resources (DERs) such as batteries could benefit Council * completed pre-feasibility study for the implementation of a solar farm at the St Ives Tree Tip.






Focus area: N5: Sustainable resource management

Long-Term Objective: N5.1: A community progressively reducing its consumption of resources and leading in resource recovery and the circular economy.


Term Achievement

Code	Description	Progress
N5.1.1	The community is effectively engaged in improved waste reduction, reuse and recycling. Signoff Authority: Director Operations	
Comments		
<p>Progressed as scheduled.</p> <p>Community education on waste and recycling services is provided via various platforms including Council's webpage, school waste education program, hard copy brochures and posters and compost training.</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
N5.1.1.1	Deliver effective and efficient waste management services. Signoff Authority: Manager Waste & Cleaning Services	 50%	Waste, recycling and green waste collection services progressed as per the collection Contract. Waste disposal, recycling processing and processing of green waste is progressing as per the contracts with Veolia, Visy and Cleanaway.
N5.1.1.2	Deliver community waste education programs. Signoff Authority: Manager Waste & Cleaning Services	 50%	Waste education during the period was provided via brochures, posters, video online, webpage information, compost training, schools waste education program.
N5.1.1.3	Deliver grant funded Waste Less Recycle More projects. Signoff Authority: Manager Waste & Cleaning Services	 100%	The Multi-Unit Dwelling Clothing Collection Trial has been extended to June 2023 in response to requests from participating unit blocks. The Better Waste and Recycling Fund has now concluded and all projects completed.
N5.1.1.4	Participate in the Northern Sydney Regional Organisation of Councils (NSROC) Regional Waste Disposal Contract. Signoff Authority: Manager Waste & Cleaning Services	 50%	Council continued to participate in the regional waste disposal contract.
N5.1.1.5	Implement Agreed Regional Waste Plan Actions. Signoff Authority: Manager Waste & Cleaning Services	 50%	<p>NSROC Food Organics Research Project has concluded and final report has been released. Key findings included householders living in houses with food organics bins correctly separated the greatest share of food waste. Significant contamination was found in food organics bins at low rise and high-rise apartments with the rate of participation poor.</p> <p>Participation in a Plastics Industry Scan Research Project has commenced with consultant Blue Environment contracted. NSROC Regional Organics Implications Study has also commenced. Council representatives are participating on the project team for both projects.</p>
Key Achievements			
The Food Organics Research Project has been finalised and report presented to the Environment Protection Authority.			

Term Achievement

Code	Description	Progress
N5.1.2	The community is effectively engaged in energy and water conservation and efficiency programs. Signoff Authority: Director Strategy & Environment	
Comments		
Progressed as scheduled. Council's Greenstyle and community rebate programs continue to help improve energy and water efficiency across Ku-ring-gai.		

Operational Plan Tasks

Code	Description	Progress	Comments
N5.1.2.1	Implement programs to assist the community to reduce energy and water use. Signoff Authority: Acting Manager Environment & Sustainability	 50%	The Greenstyle and community rebate programs continued to be delivered to help improve energy and water efficiency.



THEME 3

PLACES, SPACES AND INFRASTRUCTURE

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

Focus area: P1: Preserving Ku-ring-gai's character







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

Term Achievement


Code	Description	Progress
P1.1.1	Strategies, plans and processes are in place to protect and enhance Ku-ring-gai's unique visual and landscape character. Signoff Authority: Director Strategy & Environment	
Comments		
<p>Progressed as scheduled.</p> <p>Council's Development Control Plan has been reviewed with multidisciplinary input from staff teams across Council, Council have worked with the Department of Planning and Environment to investigate strategic planning measures to identify and protect local character. Street tree plantings on private and Council owned land are being monitored and reviewed. Canopy replenishment areas have been identified and tree plantings commenced.</p>		

Operational Plan Tasks



Code	Description	Progress	Comments
P1.1.1.1	Continue to review the effectiveness of existing strategies, plans and processes across all programs. Signoff Authority: Manager Urban Planning	 50%	A review of the Development Control Plan (DCP) is currently underway. This will include refinement of landscaping controls within the DCP in consultation with development assessment staff. A Local Character Study has been completed and will inform future policies and planning controls on visual and landscape character. The Urban Forestry Strategy was placed on public exhibition in June/July 2022 and adopted by Council in December 2022.
P1.1.1.2	Finalise preparation of a Local Character Strategy for Ku-ring-gai consistent with the Local Strategic Planning Statement (LSPS), Local Character Guidelines and the North District Plan. Signoff Authority: Manager Urban Planning	 5%	<p>The Local Strategic Planning Statement identified an action to implement local character overlays within the Ku-ring-gai Local Environmental Plan as part of planning for future housing provision.</p> <p>The NSW Department of Planning and Environment have advised that Local Character Overlays will not be progressed via Council's LEP but now through Councils DCP process.</p> <p>Reason</p> <p>In response to the changes to NSW Department of Planning and Environment requirements for local character overlays Council staff commenced a housekeeping review of the Ku-ring-gai DCP as the first step to take account of the Local Character Study overlay in the next review of the DCP. This work is contingent on revised housing strategy implementation.</p> <p>Remedial Action</p> <p>Council staff commenced a housekeeping review of the Ku-ring-gai DCP to as the first step to take account of the Local Character Study overlay in the</p>

			next review of the DCP. This work is contingent on revised housing strategy implementation.
P1.1.1.3	Development is assessed against local government and state planning objectives and controls to protect and enhance the unique visual and landscape character of Ku-ring-gai. Signoff Authority: <i>Manager Development Assessment Services</i>	 50%	Development continues to be successfully assessed against local government and state planning objectives and controls to protect and enhance the unique visual and landscape character of Ku-ring-gai local government area.
P1.1.1.4	Administer and implement Council's tree preservation policies and procedures. Signoff Authority: <i>Manager Technical Services</i>	 50%	604 Private tree applications were received with 567 processed during the reporting period. There were 147 applications outstanding at the end of the reporting period. A total of \$59,720 was collected in penalty infringement notices to date. Applications continue to be processed within agreed response times.
P1.1.1.5	Implement the urban forest replenishment program for Ku-ring-gai including identification of funding opportunities. Signoff Authority: <i>Manager Technical Services</i>	 50%	Approximately 100 suitable planting locations have been identified. Planting will commence in April 2023 during the scheduled planting season.
P1.1.1.6	Deliver programs to reduce litter and graffiti and provide street cleaning operations to improve drainage and the appearance of Ku-ring-gai. Signoff Authority: <i>Manager Waste & Cleaning Services</i>	 50%	Operations are continuing with Council's programs for graffiti removal, litter collection and dumped waste collection. Council's early response to these is part of the overarching strategy to manage and reduce incidences. Street sweeping operations continue under contracted scheduled services.
P1.1.1.7	Implement priority monitoring from the Urban Forest Strategy. Signoff Authority: <i>Acting Manager Environment & Sustainability</i>	 50%	The Urban Forest Strategy was adopted by Council in December 2022, ready for implementation in 2023.
P1.1.1.8	Finalise an Urban Forest Strategy in accordance with the Ku-ring-gai Local Strategic Planning Statement (KLSPS). Signoff Authority: <i>Manager Urban Planning</i>	 100%	This task is complete. Council endorsed a draft Strategy in May 2022, and it was placed on exhibition for 4 weeks from 9 June 2022 to 8 July 2022. A briefing on the Urban Forest Strategy was provided to Councillors on 23 August 2022 and subsequently reported to Council in November for finalisation. The Strategy was deferred by Council for further information and finally endorsed in December 2022.
Key Achievements			
Council adopted an Urban Forest Strategy.			

Term Achievement

Code	Description	Progress
P1.1.2	Place making programs are implemented for selected neighbourhood centres. <i>Signoff Authority: Director Operations</i>	
Comments		
<p>Progressed as scheduled.</p> <p>Council continues to progressively implement place making programs with current works at the Fox Valley neighbourhood centre upgrade and the centre at Eastern Road, Turrumurra.</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
P1.1.2.1	Develop concept plans for neighbourhood centres to achieve place-making objectives informed by community engagement. <i>Signoff Authority: Manager Technical Services</i>	 50%	The current project is the centre at Eastern Road Turrumurra. Following community consultation earlier in the year, Council is developing the design of the centre. The Concept Plan is being developed for the next round of community consultation.
P1.1.2.2	Undertake a coordinated program of neighbourhood centres revitalisation. <i>Signoff Authority: Manager Technical Services</i>	 50%	As part of the neighbourhood centre revitalisation program, works have commenced on the construction of Fox Valley Road Neighbourhood Centre Upgrade.


Focus area: P2: Managing urban change


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

Term Achievement

Code	Description	Progress
P2.1.1	Land use strategies, plans and processes are in place to protect existing character and effectively manage the impact of new development. <i>Signoff Authority: Director Strategy & Environment</i>	
Comments		
<p>Progressed as scheduled.</p> <p>Land use strategies continue to be developed. The Urban Forest Strategy has been reviewed and adopted and will inform implementation of Council's Green Grid Strategy under the Local Strategic Planning Statement (LSPS). Council's Development Control Plan was reviewed further to manage the impact of new development</p>		
Key Achievements		
Council's LSPS is being implemented through the adoption of the Urban Forest Strategy and the Green Grid Strategy.		

Operational Plan Tasks


Code	Description	Progress	Comments
P2.1.1.1	Prepare plans and strategies as required by the Local Strategic Planning Statement (LSPS). <i>Signoff Authority: Manager Urban Planning</i>	 50%	Plans and strategies continue to be progressed. The Urban Forestry Strategy is completed and has been public exhibited. The final strategy was adopted by Council in December 2022. Work is currently under way on a Green Grid Strategy.

P2.1.1.2	Continue to review the effectiveness of existing strategies, local environmental plans, development control plans and processes across all programs. Signoff Authority: <i>Manager Urban Planning</i>	 50%	A review of the Development Control Plan (DCP) is currently under way, including a review of controls that protect existing character and effectively manage the impact of new development. The draft revised DCP is expected to be reported to Council in the next reporting period.
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Focus area: P3: Quality urban design and development

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


Term Achievement

Code	Description	Progress
P3.1.1	A high standard of design quality sympathetic to local character and building environmental performance is achieved in new and existing development. Signoff Authority: <i>Director Strategy & Environment</i>	
Comments		
Progressed as scheduled. Updated controls are in preparation to include in the Ku-ring-gai Development Control Plan for all non-residential development, and for certain aspects of residential development that do not conflict with the BASIX requirements. Staff training, education and awareness on sustainability has been enhanced through membership with the Green Building Council of Australia.		
Key Achievements		
Updating Councils Development Control Plan to improve sustainable building development.		




Operational Plan Tasks

Code	Description	Progress	Comments
P3.1.1.1	Promote Council's design quality and building sustainability standards to industry and community stakeholders. Signoff Authority: <i>Manager Urban Planning</i>	 50%	Updated controls are being prepared to insert into Ku-ring-gai Development Control Plan for all non-residential development, and for certain aspects of residential development that do not conflict with the BASIX requirements. Cross disciplinary discussions have been held across Council to ensure minimal conflict between development controls.

Term Achievement

Code	Description	Progress
P3.1.2	Community confidence has continued in our assessment, regulatory and environmental processes. Signoff Authority: <i>Director Development & Regulation</i>	
Comments		
Progressed as scheduled. Council continues to undertake the assessment and regulatory role relating to development in accordance with the relevant provisions under the Environmental Planning and Assessment Act. Appropriate regulatory action is taken where appropriate. Community participation continues to be a core focus.		


Operational Plan Tasks

Code	Description	Progress	Comments
P3.1.2.1	<p>Development is assessed against all relevant state and local planning controls and their objectives to ensure consistent quality urban design outcomes for the natural and built environment.</p> <p>Signoff Authority: <i>Manager Development Assessment Services</i></p>	 50%	<p>Development and associated applications continued to be assessed against all relevant provisions to ensure quality urban design outcomes as they related to the natural and built environment.</p>
P3.1.2.2	<p>Facilitate community participation through Council's Community Participation Plan and the Ku-ring-gai Local Planning Panel (KLPP) consistent with the Code of Meeting Practice.</p> <p>Signoff Authority: <i>Manager Development Assessment Services</i></p>	 50%	<p>Community participation continues to be a core focus of the development assessment process through the Community Participation Plan. This includes accurately identifying the notification type and ensuring that amended applications are also notified if required. Community participation in Ku-ring-gai Planning Panel Meetings has been encouraged using online video conferencing and ensuring that all submitters are invited to participate in public meetings. The process has been successful during the reporting period with no issues or justifiable complaints received.</p>
P3.1.2.3	<p>Provide regulatory compliance services consistent with state and local controls which include education of the community and their involvement in local policy reviews.</p> <p>Signoff Authority: <i>Manager Compliance & Regulation</i></p>	 50%	<p>Council provided regulatory compliance services consistent with state and local controls which included education of the community and their involvement in local policy review. The quarter ending December 2022 has seen the regulatory team working on abandoned trolleys within the LGA with the focus of prevention and education. For the 6 months reporting period, 17 penalty notices have been issued to shopping retailers equating to \$3,740.00. New development sites continue to receive builder's kits which educate building sites on relevant legislation, policy and procedures. For the 6-month reporting period, 58 penalty notices equating to \$235,830.00 have been issued to builders. Council continued with its parking management program including both on-street and off-street monitoring. For the 6-month reporting period, Council issued 2264 off-street parking penalty notices and 3003 on-street parking penalty notices equating to \$914,776.00. The regulatory team is still very active in Council's safety around schools' campaign where education and a high visible presence is the focus of the campaigns.</p>



Focus area: P4: Revitalising our centres


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




Term Achievement



Code	Description	Progress
P4.1.1	Plans to revitalise local centres are progressively implemented and achieve quality design and sustainability outcomes in collaboration with key agencies, landholders and the community. <i>Signoff Authority: Director Strategy & Environment</i>	
Comments		
Progressed as scheduled. Public domain planning for key local centres was progressed along with a range of streetscape upgrades, and parks master planning.		


Operational Plan Tasks

Code	Description	Progress	Comments
P4.1.1.1	Oversee and monitor the implementation of the Ku-ring-gai Public Domain Plan and Technical Manual, and review and update as required. <i>Signoff Authority: Manager Urban Planning</i>	 50%	During the reporting period the following has been undertaken: * Construction works for the upgrade of Wade Lane, Gordon was completed. * Construction work on upgrades to St Johns Avenue and Henry Street, Gordon have commenced. * Council adopted the final concept plan for streetscape upgrades in the northern part of Gordon (including Fitzsimons Lane and Pacific Highway) in July 2022. * The final concept plan for Lindfield Avenue and Tryon Road streetscape upgrades was adopted by Council in December 2022. In addition, Council has been working across departments to ensure timely implementation of the Public Domain Plan (PDP). Part of this agreement is a temporary transfer of the Public Domain Coordinator from the Strategy and Environment department to Operations who will be dedicated to the implementation of PDP projects.
Key Achievements			
Successfully implementing the Public Domain Plan in Council's key local centres.			
P4.1.1.2	Progress public domain streetscape plans for key local centre precincts such as Lindfield, Gordon and Turramurra. <i>Signoff Authority: Manager Urban Planning</i>	 50%	The Gordon North Streetscape Improvement Concept Design (Fitzsimons Lane and Pacific Highway) was adopted in July 2022. This will now progress to design documentation in the next few months. The Lindfield Ave and Tryon Rd Streetscape Improvements Concept Plan was adopted in December 2022. This will now progress to design documentation in early 2023.

<p>P4.1.1.3</p>	<p>Actively engage with residents, key agencies, landholders, businesses and other stakeholders to assist with the delivery of the streetscape projects.</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	 <p>50%</p>	<p>Multiple engagement activities have been undertaken over the reporting period including:</p> <p>Turrumurra Streets As Shared Spaces Grant:</p> <ul style="list-style-type: none"> * Engagement with local businesses * Events and public art <p>New park at Bedes Forest St Ives:</p> <ul style="list-style-type: none"> * Completion of a 3-phase community engagement process * 4-week exhibition of Draft concept plan from 15 August to 12 September 2022 * 61 surveys completed and 5 written submissions <p>Roseville Public Domain Plan:</p> <ul style="list-style-type: none"> * 4-week public exhibition of draft plan during August and September 2022 * Council's Engagement Hub (website) received 2728 page views, 1435 unique visitors, 2392 downloads of the document * 23 written submissions received * Relevant State agencies notified <p>Exhibition of Draft Pymble Public Domain Plan:</p> <ul style="list-style-type: none"> * 4-week exhibition of draft plan from 10 October to 7 November 2022 * Council's Engagement Hub received 1786 page views, 1074 unique visitors, 1349 downloads of the document * Relevant State agencies notified * 40 written submissions received <p>Exhibition of Draft St Ives Public Domain Plan:</p> <ul style="list-style-type: none"> * 4-week exhibition from 12 July to 14 August 2022 * Council's Engagement Hub received 8327 page views, 4256 unique visitors, 4834 downloads of the document * 81 written submissions received * Relevant State agencies notified <p>Draft Landscape Master Plan for the Queen Elizabeth Reserve, Lindfield:</p> <ul style="list-style-type: none"> * 4-week exhibition of draft Master Plan in October-November 2022 * 551 invitations sent to surrounding residents asking them to complete online community survey * Direct emails sent to all user groups * A total of 226 community surveys were completed and returned * Interviews with user groups <p>Ku-ring-gai Recreation Needs Study:</p> <ul style="list-style-type: none"> * Have Your Say - community survey - over 850 responses received * Stakeholder Survey - involved 51 sports clubs and organisations from across Ku-ring-gai * Stakeholder Interviews - 10 interviews with targeted groups including sports organisations, schools, hobby groups and dog-training clubs. * Telephone survey - involving 402 residents, statistically representative of the Ku-ring-gai demographic. Interviews undertaken by experienced market-research company. <p>Landscape Masterplan for The Glade, Wahroonga</p> <ul style="list-style-type: none"> * Invitations sent to 570 residents seeking input via community survey * 104 surveys completed and returned
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			<p>* 4-week exhibition of draft plan held in July and August 2022</p> <p>* Document downloaded 290 times and 36 submissions received</p> <p>* Interviews with user groups.</p>
Key Achievements			
Roseville, Pymble and St Ives Public Domain Plans received very high levels of community interest with a total of 6,765 unique visitors to the Council's website to view the plans; 8,575 individual downloads of the plan; with a total of 144 written submissions received representing (2% of unique visitors demonstrating a high level of community acceptance for the plans).			
P4.1.1.4	<p>Oversee and monitor the implementation of Council's adopted Open Space Acquisition Strategy.</p> <p>Signoff Authority: Manager Urban Planning</p>	 50%	<p>Active negotiations are under way with landowners to acquire priority properties as per Council resolutions.</p> <p>The draft concept design for Expansion of Bedes Forest Reserve, St Ives was adopted by Council in November 2022. Detail design will commence in 2023 with construction planned to commence in mid-2024.</p>
Key Achievements			
Council endorsement of the Concept Plan for a new park in St Ives. Residents showed strong support for the plan with 81% of respondents rating the plan as "very good" or "good".			
P4.1.1.5	<p>Finalise Public Domain Plans for St Ives, Roseville, Lindfield and Pymble.</p> <p>Signoff Authority: Manager Urban Planning</p>	 35%	<p>This task is progressing however delays were experienced. Work completed during the reporting period included:</p> <p>* Lindfield Public Domain Plan adopted by Council in July 2022.</p> <p>* St Ives Public Domain Plan placed on public exhibition July - August 2022. Final plan reported to OMC December 2022 for Council adoption.</p> <p>* Roseville Public Domain Plan placed on public exhibition August - September 2022. Final plan reported to OMC December 2022 for Council adoption.</p> <p>* Pymble Public Domain Plan placed on public exhibition October - November 2022. Councillor briefing held 23 August 2022. Final Plan reported to OMC December 2022 for Council adoption.</p> <p>A Question-and-Answer session was held for Councillors on 7th December 2022 on any matters of concern arising from the three Public Domain Plans. At the December OMC Council deferred their decision subject to site visits being held for Councillors.</p> <p>Reason</p> <p>Council deferred consideration of the Public Domain Plans for Roseville, Pymble and St Ives subject to site visits being held for Councillors.</p> <p>Remedial Action</p> <p>Site visits have been scheduled for 1st and 2nd February 2023 and the plans will be reported back to OMC February 2023.</p>
P4.1.1.6	<p>Prepare streetscape and park concept plans for identified precincts in St Ives, Pymble and Roseville local centres consistent with the Public Domain Plan.</p> <p>Signoff Authority: Manager Urban Planning</p>	 40%	<p>The preparation of concept plans for St Ives, Pymble and Roseville local centres has been delayed because of Council deferring its consideration of the draft plans at the OMC December 2022. Council has endorsed a concept plan for the expansion of Bedes Forest allowing progression of the project in early 2023.</p> <p>Reason</p> <p>Council has deferred consideration of the PDPs to 2023 subject to Councillor site visits.</p> <p>Remedial Action</p>

			Site visits have been scheduled for 1st and 2nd February 2023. The Plans will be reported back to OMC February 2023.
P4.1.1.7	Finalise Bedes Forest concept plan. Signoff Authority: <i>Manager Urban Planning</i>	 100%	This task is complete. Council adopted the concept plan for the new park at the OMC November 2022. Phase 2 of the community consultation was carried out in March/April 2022. This phase sought to assess community views about the two options for the park. The submissions were assessed, and Option 2 was found to have a clear preference with 77% of respondents preferring Option 2 and 23% preferring Option 1. A final concept plan was then prepared based on Option 2. The draft concept plan was adopted by Council for public exhibition on 26 July 2022. An exhibition of the draft concept plan was carried out between 15 August – 12 September 2022. The final concept plan was supported with 81% of respondents rating the final concept plan as “Very Good” or “Good”. The final concept plan was reported to Council in November 2022.
Key Achievements			
Council has adopted the concept plan for a new park in St Ives. The final concept plan was supported with 81% of respondents rating the final concept plan as “Very Good” or “Good”.			
P4.1.1.8	Integrate all transport modes for the primary local centres through the Public Domain Plan, traffic and transport studies in collaboration with Transport for NSW. Signoff Authority: <i>Manager Urban Planning</i>	 50%	Through the development of the Public Domain Plans for the primary local centres, the opportunity is being taken to integrate facilities for all modes (guided by the Transport for NSW Road User Space Allocation Policy), including: * Pedestrians - by widening footpaths where possible, shared zones or pedestrian-only zones, providing additional pedestrian crossing points and pedestrian priority, and improving permeability and connectivity within the centres. * Bicycles - by the provision of separated cycleways or shared user paths (where appropriate) and associated end-of-trip facilities (eg. bike racks) and key locations in the centres. * Improvements to bus interchanges - bus shelters and the potential for bus priority measures (in conjunction with Transport for NSW). * Locations for passenger drop-off and pick-up around stations and key land uses. * Improved provision for taxi zones (in consultation with Taxi Council representatives).
Key Achievements			
The integration of facilities for all modes of transport (guided by the Transport for NSW Road Users-Pedestrians, commuters and cyclists).			

P4.1.1.9	<p>Undertake research and prepare studies to support delivery of Council's Housing Strategy.</p> <p>Signoff Authority: Manager Urban Planning</p>	 50%	<p>* Review of the Ku-ring-gai Development Control Plan controls - A comprehensive review of Council's development controls, for R3 (Medium Density) and R4 (High Density) zoned sites, is being carried out to examine the effectiveness of the controls in achieving high quality design outcomes. The review is concentrating on the major issues that emerged from a review of recently constructed medium and high-density developments across Ku-ring-gai.</p> <p>* Local Centre 3D Models - Council has engaged consultants, Aerometrex to prepare 3D Mesh models for the four local centres of Turramurra, Gordon, St Ives and Lindfield. These models have been generated using photogrammetry techniques which provide a highly realistic visual quality and accuracy. The Urban Planning and Heritage and GIS teams are investigating the integration of the 3D mesh models with GIS and CAD software. These 3D digital representations of the four centres will then be used to better understand new development applications and planning proposals in context, assess their impact and restrictions, anticipate future urban developments, and communicate findings to the community.</p> <p>Dwelling approvals - Urban Planning staff are working with Information Management, GIS and Development Assessment staff to develop a process to track and monitor dwelling approvals and completions, in real-time, including senior's housing, dual occupancies and others approved under the Complying Development Code.</p>
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Key Achievements

Council has reviewed its Development Control Plan.

P4.1.1.10	<p>Continue to facilitate disposal of the Lindfield Library site.</p> <p>Signoff Authority: Director Strategy & Environment</p>	 50%	<p>Work with Sydney Trains on the Deferred Commencement Conditions are ongoing.</p>
P4.1.1.11	<p>Progress delivery of Bedes Forest upgrade.</p> <p>Signoff Authority: Manager Technical Services</p>	 50%	<p>The final concept plan was adopted by Council at the November 2022 Ordinary Meeting of Council. Council is currently developing the design.</p>
P4.1.1.12	<p>Construct St Johns Avenue, Gordon streetscape improvements.</p> <p>Signoff Authority: Manager Technical Services</p>	 50%	<p>Works are progressing well with completion currently programmed for April 2023.</p>
P4.1.1.13	<p>Progress delivery of Lindfield Avenue and Tryon Road streetscape upgrade.</p> <p>Signoff Authority: Manager Technical Services</p>	 50%	<p>The Lindfield Avenue and Tryon Road Streetscape Upgrade final concept plan was adopted by Council on 13 December 2022.</p>

Key Achievements


Final concept plan for the Lindfield Avenue and Tryon Road Streetscape Upgrade was adopted by Council on 13 December 2022.

P4.1.1.14	<p>Progress delivery of works for Fitzsimons Lane/ Merriwa Street (east)/Pacific Highway (north), Gordon.</p> <p>Signoff Authority: Manager Technical Services</p>	 50%	<p>The final concept plan for works at Fitzsimons Lane/Merriwa Street (east)/Pacific Highway (north), Gordon was adopted by Council in July 2022. The design development is currently in progress.</p>
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Focus area: P5: Heritage that is protected and responsibly managed





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

Term Achievement

Code	Description	Progress
P5.1.1	Strategies, plans and processes are in place to effectively protect and preserve Ku-ring-gai's heritage assets. Signoff Authority: Director Strategy & Environment	
Comments		
<p>Progressed as scheduled.</p> <p>Ku-ring-gai's heritage assets are protected and preserved through Council's Heritage Strategy, Heritage Home Grants program and initiatives such as the delivery of the indigenous program for the Gai-mariagal Festival, commencement of the St Ives Showground Conservation Management Plan and review of Council's heritage provisions in the Development Control Plan.</p>		

Operational Plan Tasks


Code	Description	Progress	Comments
P5.1.1.1	Implement, monitor and review Ku-ring-gai's heritage planning controls and Heritage Strategy consistent with the Local Strategic Planning Statement (LSPS). Signoff Authority: Manager Urban Planning	 50%	<p>* The Ku-ring-gai Heritage Strategy continued to be implemented. Consultants have been engaged to undertake the modern heritage study and prepare the conservation management plan (CMP) for the St Ives Showground Precinct.</p> <p>* Heritage housekeeping planning proposal to correct errors in the Ku-ring-gai Local Environmental Plan has been placed on public exhibition and final amendments were adopted by Council in November 2022.</p> <p>* A review of Ku-ring-gai's heritage planning controls is included in the current Development Control Plan review.</p> <p>* 4 Interim Heritage Orders have been made with planning proposals prepared for the formal listing of properties at 64 St Johns Ave, Gordon; 64 Rosebery Rd, Killara and 10 Park Ave, Pymble.</p>
P5.1.1.2	Protect and effectively manage Ku-ring-gai's Aboriginal heritage assets in conjunction with the Aboriginal Heritage Office. Signoff Authority: Acting Manager Environment & Sustainability	 50%	Council continued to implement Aboriginal heritage training to staff through the Aboriginal Heritage Office (AHO), with 24 staff trained between 1 July to 31 December 2022. Aboriginal sites continue to be considered within both development assessment, Council work and hazard reduction assessments, with support from the AHO.

P5.1.1.3	Promote local heritage in consultation with key stakeholders. Signoff Authority: <i>Manager Urban Planning</i>	 50%	The 2022/23 Heritage Home Grants Program is underway with Council approving 19 grants at the July OMC and providing grants for completion of conservation works approved for grants in 2021/22. Heritage planning progressed with 2 interim heritage orders and ongoing assessment of potential heritage items, planning proposals to list 4 heritage items, and a housekeeping planning proposal to update approximately 90 heritage listings. Updating information on the Heritage NSW State Heritage Inventory and CMP for the St Ives Showground precinct commenced.
P5.1.1.4	Heritage is protected and conserved through the assessment of development against all relevant heritage provisions contained within State legislation, Local Environmental Plans and Development Control Plans. Signoff Authority: <i>Manager Development Assessment Services</i>	 50%	Ku ring gai's unique heritage continued to be protected and conserved through the merit assessment of applications against heritage provisions contained within relevant state, regional and local planning provisions.
P5.1.1.5	Cultural and heritage assets in open space areas are protected, preserved, restored and maintained. Signoff Authority: <i>Manager Technical Services</i>	 50%	Council continues to inspect and maintain our cultural and heritage assets. Grant funding of \$10,000 from the Veteran's Affairs Office was secured to undertake a refurbishment of the War Memorial Gates at Lindfield Oval.
P5.1.1.6	Deliver Indigenous programs and events at Ku-ring-gai Wildflower Garden and St Ives Showground. Signoff Authority: <i>Manager Visitor Experience & Events</i>	 50%	During the reporting period Council continued to deliver Indigenous programs and events: * Indigenous program for Gai-mariagal Festival continued and included the delivery of indigenous programs as part of NAIDOC week for the preschool nature play program and school holiday programs. * St Ives Showground hosted the Stone and Bones Indigenous Stone Axe Making Workshop. * Gai-mariagal Festival events were planned in consultation with the NSROC event committee including representatives from the Gai-mariagal Group. Planning for the 2023 festival to commence in early 2023. * Investigations commenced to add an Aunty Time Nature Play or similar 1-2 per month subject to funding. * Indigenous Workshop and Information Session held for councillors and invited staff on 27th October 2022
Key Achievements			
Ku-ring-gai's Heritage and Gai-Mariagal Festival was awarded the winner of the 'Heritage and Culture Award' under the Keep Australia Beautiful NSW 2022 Sustainable Cities Awards program.			







Focus area: P6: Enhancing recreation, sporting and leisure facilities







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



Term Achievement

Code	Description	Progress
P6.1.1	A program is implemented to improve existing recreation, sporting and leisure facilities and deliver new multi-use sporting facilities and opportunities. Signoff Authority: Director Strategy & Environment	
Comments		
<p>Progressed as scheduled.</p> <p>Improvements are being delivered through capital works across Ku-ring-gai including playgrounds (Na-rang reserve, Kendall Village, Robert Pymble Park and Dukes Reserve). Further improvements to St Ives Showground are underway and future recreation planning has been completed with plans of management, master plans, Ku-ring-gai sports forum and the initial engagement and preparation of the Ku-ring-gai Recreation Needs Study.</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
P6.1.1.1	Deliver Council's adopted Open Space Capital Works Program. Signoff Authority: Manager Technical Services	 50%	Works are progressing well with the program expected to be completed on schedule.
P6.1.1.2	District park landscape masterplans are prepared to inform the forward Open Space Capital Works Program. Signoff Authority: Manager Urban Planning	 50%	* The Glade Landscape Masterplan has been completed and is due to be adopted following further stakeholder engagement in early 2023. * The draft Queen Elizabeth Reserve Landscape Masterplan has been prepared with the public exhibition of the draft plan to commence early 2023.
P6.1.1.3	Complete the design of identified parks incorporating accessibility and inclusive passive recreation facilities. Signoff Authority: Manager Technical Services	 50%	Numerous playgrounds and parks are in the design phase incorporating inclusive and accessible design principles. Inclusive and accessible design principles continue to be a leading design outcome.
P6.1.1.4	Construct parks which incorporate accessible and inclusive passive recreation facilities. Signoff Authority: Manager Technical Services	 50%	Numerous playgrounds are in construction including Nar-rang Reserve/Kendall Village/Robert Pymble and Dukes Green playspaces. Construction was completed for Warrimoo Playspace.
P6.1.1.5	Implement improvements to carparking at St Ives Showgrounds. Signoff Authority: Manager Technical Services	 50%	The upgrade for the improvements to carparking at St Ives Showgrounds are now in the tender stage.
P6.1.1.6	Implement an amenities improvement program to recreational and sporting fields that are compliant with the relevant code. Signoff Authority: Manager Technical Services	 50%	The second phase of the amenities improvement program has been completed.



P6.1.1.7	Progressively review Plans of Management for Community land. Signoff Authority: <i>Manager Urban Planning</i>	 50%	Council continued to review Plans of Management for Community land including: * Generic Plans of Management for Parks & Sportsgrounds have Crown Lands approval for exhibition following minor amendments to plan and exhibited in December ready for adoption in early 2023. * Generic Plan of Management for Natural Areas is with Crown Lands for review. The plan requires amendment for Crown Approval to exhibit. * Generic Plan of Management for General Community Use is in production and should be ready for exhibition in early 2023.
Key Achievements			
The key Generic Plans of Management have been reviewed and prepared for exhibition.			
P6.1.1.8	Maintain existing recreation and sporting facilities in accordance with the Asset Management Strategy and maintenance plans. Signoff Authority: <i>Manager Infrastructure Services</i>	 50%	All sporting and recreational facilities are being maintained as per maintenance plans. All recreational facilities are being maintained on a fortnightly basis and all sporting facilities are being maintained on a weekly basis due to the level of usage.
Key Achievements			
Continued high patronage of Council's facilities.			
P6.1.1.9	Complete design documentation and award contract for Stage 2 of the Warrimoo Downhill Mountain Bike Trail at St Ives Chase. Signoff Authority: <i>Acting Manager Environment & Sustainability</i>	 100%	Completed previous reporting period. Design documentation complete and contract awarded.
P6.1.1.10	Implement priority actions from the Recreation in Natural Areas Strategy. Signoff Authority: <i>Acting Manager Environment & Sustainability</i>	 50%	The Sustainable Recreation Advisory Group has entered their second term and continued to advise on natural areas recreation. Mountain biking facilities continued to be improved including: * Jubes Mountain Bike Park shade shelter built * 2 active Trailcare groups * Warrimoo Uphill Mountain Bike Trail under construction.
P6.1.1.11	Continue to progress preparation of a Green Grid Strategy for Ku-ring-gai to align with the Local Strategic Planning Statement (LSPS). Signoff Authority: <i>Manager Urban Planning</i>	 45%	The Green Grid Strategy Stage One report was finalised and the Stage Two report commenced including mapping and analysis. Reason Staff resources were diverted to other projects, including the Ku-ring-gai Urban Forest Strategy. Remedial Action Following adoption of the Ku-ring-gai Urban Forest Strategy, more resources can be diverted to developing the Green Grid Strategy.
P6.1.1.12	Actively engage with sporting organisations and clubs, user groups and residents during the preparation of relevant policies and strategies for sport and recreation. Signoff Authority: <i>Manager Urban Planning</i>	 50%	Council is actively reaching out to clubs and associations in relation to facility upgrades and grant funding program. Staff have met with Lindfield Rugby in relation to proposed works and future of the park and the requirement for master planning of all sites with multiple users. Council is also working with School Infrastructure NSW on several joint sporting projects.

P6.1.1.13	Finalise a Recreation Needs Study for Ku-ring-gai. Signoff Authority: <i>Manager Urban Planning</i>	 50%	Following the Councillor workshops and engagement through the sport forum, the first draft document was developed and reviewed in November 2022. Comments have been sent back to the consultants for inclusion into the study. Version 2 will be ready in early 2023.
P6.1.1.14	Implement the Ku-ring-gai Play Space Strategy and monitor and review the program as required. Signoff Authority: <i>Manager Urban Planning</i>	 50%	2024 project briefs being developed and a workshop for the strategy working group is scheduled for 2023. A grant application was submitted for the Roseville Park nature play space. Council continues to have ongoing collaboration with Department of Planning and Environment in the development of the Everyone Can Play guidelines.


Term Achievement

Code	Description	Progress
P6.1.2	Partnerships are established with community groups and organisations to optimise the availability and use of sporting, recreation and leisure facilities. Signoff Authority: <i>Director Strategy & Environment</i>	
Comments		
<p>Progressed as scheduled.</p> <p>Council continued to actively reach out to clubs and associations in relation to facility upgrades and grant funding programs. Council is working with School Infrastructure NSW on joint projects to fulfil sporting needs and with the community on the impacts and opportunities in Council open spaces. Input from sporting groups for the Ku-ring-gai Recreation Needs Study has progressed. Council staff are planning for the next Ku-ring-gai Sports Forum in 2023.</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
P6.1.2.1	Engage with community partners to improve sporting, leisure and recreational facilities through partnerships, grant funding and other external funding opportunities. Signoff Authority: <i>Manager Urban Planning</i>	 50%	Council continues to actively reach out to clubs and associations in relation to facility upgrades and grant funding programs. Council is working with School Infrastructure NSW on joint projects to fulfil sporting needs and with the community on the impacts and opportunities in Council open spaces.
P6.1.2.2	Facilitate a regular sporting forum and ongoing communication with sporting users. Signoff Authority: <i>Manager Infrastructure Services</i>	 50%	The last sporting forum was held in June 2022. The next forum is in the planning stages and will be held in May 2023. A draft agenda is in development.

Term Achievement

Code	Description	Progress
P6.1.3	Monitor and oversight delivery of the multi-use sports facility at St Ives High School to ensure it delivers agreed community outcomes. <i>Signoff Authority: Director Strategy & Environment</i>	
Comments		
Progressed as scheduled. Council and the Department of Education have finalised the Funding Deed & Licence agreements. The documents are currently waiting for Minister execution. Contract documentation of the tender for construction is currently under way.		
Key Achievements		
The Funding Deed & Licence agreements have been finalised.		


Operational Plan Tasks

Code	Description	Progress	Comments
P6.1.3.1	Monitor and oversight tender documentation, building works tender and commencement of construction of the indoor sports facility at St Ives High School. <i>Signoff Authority: Director Strategy & Environment</i>	 50%	The design documentation is now complete. Council and the Department of Education have concluded negotiation on terms of the funding Deed and Licence agreements.
Key Achievements			
Design documentation is now complete for the indoor sports facility at St Ives High School.			


Focus area: P7: Enhancing Council's community buildings and facilities


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

Term Achievement


Code	Description	Progress
P7.1.1	The condition, functionality and environmental performance of existing assets is improved and new assets achieve agreed standards. <i>Signoff Authority: Director Operations</i>	
Comments		
Progressed as scheduled. Environmental improvement continues to be a major part of Council's project designs and program of improvements in Council facilities.		

Operational Plan Tasks


Code	Description	Progress	Comments
P7.1.1.1	Implement a prioritised program of improvements to community meeting rooms, halls, buildings and facilities. <i>Signoff Authority: Manager Technical Services</i>	 50%	Second stage is now complete and on track.

P7.1.1.2	<p>Integrate sustainability and climate resilience measures, incorporating minimum performance standards, into the building upgrade and renewal program.</p> <p>Signoff Authority: <i>Acting Manager Environment & Sustainability</i></p>	 50%	<p>In the reporting period installation was progressed to 90% complete for the rooftop solar systems at Chambers, Bridge Street administration building, and the West Lindfield Community Centre. Progress was also made to close out remaining defects in the small sites building management system (BMS).</p> <p>A comprehensive safety audit of Council rooftop solar systems was undertaken, following an electrical fire at the rooftop solar system at the East Roseville Community Centre. The audit is being used to update Council's preventative maintenance specification and remediate several defects identified during the audit.</p>
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Term Achievement

Code	Description	Progress
P7.1.2	<p>The renewal of Marian Street Theatre is substantially completed.</p> <p>Signoff Authority: <i>Director Strategy & Environment</i></p>	
Comments		
<p>This Term Achievement is currently on hold.</p> <p>Reason This term achievement is on hold while funding strategies are being explored and in accordance with Council's resolution at the Ordinary Meeting of Council held 28 June 2022 (min 141) that: A(i) the construction tender and associated establishment of the loan for the Marian Street Theatre project will not proceed without a further report to Council.</p> <p>Remedial Action A report will be presented to Council.</p>		





Operational Plan Tasks

Code	Description	Progress	Comments
P7.1.2.1	<p>Complete detailed design, tender and award the contract for construction of the Marian Street Theatre.</p> <p>Signoff Authority: <i>Director Strategy & Environment</i></p>	 0%	<p>The design consultant team have completed the documentation for tender of the Theatre works. This task has been placed on hold while funding strategies are being explored and in accordance with Council's resolution at the Ordinary Meeting of Council held 28 June 2022 (min 141) that: A(i) the construction tender and associated establishment of the loan for the Marian Street Theatre project will not proceed without a further report to Council.</p> <p>Reason This task has been placed on hold consistent with the Council resolution of the 28 June 2022.</p> <p>Remedial Action There is no current remedial action.</p>

Term Achievement

Code	Description	Progress
P7.1.3	<p>Usage of existing community buildings and facilities is optimised.</p> <p>Signoff Authority: <i>Director Strategy & Environment</i></p>	
Comments		
<p>Progressed as scheduled.</p> <p>Council has continued to progress the formalisation of new licences and storage agreements across the community portfolio, containing specific provisions for multi-use and broader community access.</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
P7.1.3.1	<p>Maximise the use and efficiency of the existing community property portfolio to facilitate greater public access, including multi-use, in line with Council's Management of Community and Recreation Land and Facilities Policy.</p> <p>Signoff Authority: <i>Manager Property</i></p>	 50%	<p>The draft Owner's Consent Policy for community-initiated capital works proposals on Council's buildings has been prepared for initial submission review and endorsement by the executive prior to reporting to Council for approval. Associated draft guidelines and procedures have also been prepared to supplement the policy.</p> <p>Council has continued to progress the formalisation of new licences and storage agreements across the community portfolio.</p>
P7.1.3.2	<p>Continue to develop and promote the Ku-ring-gai Wildflower Garden and St Ives Showground as multi-purpose venues to host community and commercial usage.</p> <p>Signoff Authority: <i>Manager Visitor Experience & Events</i></p>	 50%	<p>Ku-ring-gai Wildflower Garden and St Ives Showground hosted several events and activities during the reporting period:</p> <ul style="list-style-type: none"> * Roar and Explore (dinosaur themed trail and activities) * Sustainable Sculpture Trail delivered as part of the new Eco Festival (6,000 visitors) * Halloween in the Garden (1,000 visitors) * Santa in the Garden/Santa Paws * Sesame St Circus (4,248 visitor) * Aussie Night Markets (5,000 visitors) * Big Bounce Australia <p>* An event confirmation was issued for the major event of FoamFest in early 2023.</p> <p>* There was a major filming opportunity with Queen of Oz productions.</p> <p>Visitation during the 6-month period included:</p> <ul style="list-style-type: none"> * Vehicles St Ives Showground - 123,485 Vehicles Ku-ring-gai Wildflower Garden - 21,788 Visitor Centre - 29,127 Senses and Solander Track - 61,214
Key Achievements			
Destination events for Ku-ring-gai including Sesame St Circus, the Big Bounce and return of Sunset Cinema.			
P7.1.3.3	<p>Continue to develop and deliver professional services including programs, services and ongoing marketing to club members and public players at Council's golf courses to industry standards.</p> <p>Signoff Authority: <i>Manager Technical Services</i></p>	 50%	<p>Council have been working closely with both courses to maintain and improve facilities. Active Ku-ring-gai Golf lessons continued at Gordon, with new classes being introduced in January 2023 for teenagers.</p>
P7.1.3.4	<p>Council's recreation services meet customer needs.</p> <p>Signoff Authority: <i>Manager Technical Services</i></p>	 50%	<p>Council is working closely with bookings and building maintenance to ensure Council buildings are maintained and fit for purpose for hirers. The community building at Hamilton Park is currently undergoing major internal and external renovations to improve and update the facility for the regular hirers.</p>



Focus area: P8: Improving the standard of our infrastructure

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


Term Achievement

Code	Description	Progress
P8.1.1	Our public infrastructure and assets are planned, managed and funded to meet the community expectations, defined levels of service and address intergenerational equity. <i>Signoff Authority: Director Operations</i>	
Comments		
Progressed as scheduled. Maintenance and upgrading of all Council infrastructure is progressing well, in line with defined levels of service and Council's Asset Management Plan.		


Operational Plan Tasks




Code	Description	Progress	Comments
P8.1.1.1	Continue to progress the review of the Contributions Plan to align with the Local Strategic Planning Statement (LSPS). <i>Signoff Authority: Manager Urban Planning</i>	 50%	The draft s7.12 contributions plan (CP) review was approved for exhibition at the December 2022 OMC. It will be exhibited following the New Year break in early 2023. The s7.11 CP review is impacted by the reforms process and will be progressed in 2023.
Key Achievements			
The draft review of the s7.12 contributions plan has been adopted for exhibition in early 2023 with a report back post exhibition.			
P8.1.1.2	Asset Management Plans are revised to align with the Resourcing Strategy. <i>Signoff Authority: Manager Technical Services</i>	 50%	Asset Management Plans continued to be revised and developed within available resources.

Term Achievement


Code	Description	Progress
P8.1.2	Programs for infrastructure and asset maintenance management are delivered in accordance with adopted Asset Management Strategy and Plans. <i>Signoff Authority: Director Operations</i>	
Comments		
Progressed as scheduled. Works are continuing to be implemented in line with the Asset Management Strategy and the Asset Management Plans.		

Operational Plan Tasks


Code	Description	Progress	Comments
P8.1.2.1	Implement Asset Management Plans to document maintenance, renewal and upgrade requirements in line with Service Level Agreements. <i>Signoff Authority: Manager Technical Services</i>	 50%	Works are being undertaken as per the Asset Management Plans in line with Service Level Agreements.

P8.1.2.2	Prepare draft capital works and renewal programs for Council's footpaths, roads, drains, bridges and carparks for inclusion in the Delivery Program. Signoff Authority: <i>Manager Technical Services</i>	 50%	Draft capital works and renewal programs for Council's footpaths, roads, drains, bridges and carparks have been completed for the 2023/24 financial year.
P8.1.2.3	Deliver Road and Carpark Capital Works Programs on time and within budget. Signoff Authority: <i>Manager Technical Services</i>	 50%	Road and Carpark Capital Works Programs are in progress and on track to be delivered on time and within budget.
P8.1.2.4	Deliver Drainage Capital Works Programs on time and within budget. Signoff Authority: <i>Manager Technical Services</i>	 50%	Drainage Capital Works Programs are currently on track to be completed on time and within budget

Term Achievement

Code	Description	Progress
P8.1.3	The footpath network is expanded to provide improved connectivity, safety and accessibility. Signoff Authority: <i>Director Operations</i>	
Comments		
Progressed as scheduled. Works on the footpath network are progressing well and all programmed works will be completed within the financial year.		

Operational Plan Tasks

Code	Description	Progress	Comments
P8.1.3.1	Deliver Council's annual Capital Works Program for new footpaths within the allocated financial year. Signoff Authority: <i>Manager Technical Services</i>	 50%	The footpath program is progressing well and will be completed as programmed.

THEME 4

ACCESS, TRAFFIC AND TRANSPORT



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

Focus area: T1: Integrated and accessible transport



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

Term Achievement


Code	Description	Progress
T1.1.1	<p>Connections are provided to public transport that are accessible to all age groups and match the travel needs of the community.</p> <p>Signoff Authority: Director Strategy & Environment</p>	
Comments		
<p>Progressed as scheduled.</p> <p>Council continued to explore and provide improved connections to public transport which has included offers from Transport for NSW (TfNSW) for co-funding cycling facilities, and accessibility upgrades for bus stops. Council's Pedestrian Access and Mobility Plan is being implemented via the Public Domain Plans for local centres.</p>		
Key Achievements		
<p>Council received offers from TfNSW for co-funding cycling facilities and these are being reviewed for final endorsement.</p>		

Operational Plan Tasks

Code	Description	Progress	Comments
T1.1.1.1	<p>An improvement plan is being implemented for bikeways, pedestrian facilities and footpath networks having regard for the access, health and recreational needs of the community.</p> <p>Signoff Authority: Manager Urban Planning</p>	 50%	<p>In late September 2022, Council received three offers of co-funding from Transport for NSW (TfNSW) for the detailed design and documentation of the following cycling facilities:</p> <ul style="list-style-type: none"> * Kissing Point Road, Turrumurra - shared user path on eastern side, between Pacific Highway and Catalpa Crescent. * Cherry Street - Rohini Street, Turrumurra - shared user path along rail corridor. * Bobbin Head Road, North Turrumurra - two-way separated cycleway between Burns Road and Milton Road. <p>The offers were formally accepted in late October.</p> <p>As a condition of the TfNSW funding agreement, the Kissing Point Road and Bobbin Head Road projects need to be approved by Council (in-principle) before proceeding further. These are expected to be reported to Council in February or March 2023. The Cherry Street-Rohini Street project has already been approved (in-principle) through Council's adoption of the Public Domain Plan for Turrumurra.</p> <p>A detail survey has been undertaken and an updated concept plan has been prepared for the Cherry Street-Rohini Street project. This concept plan has been forwarded to Sydney Trains, for discussions on opportunities to relocate the rail corridor fence to enhance the project. Discussions are expected to commence in January 2023.</p>

			<p>During the period, the 2023/2024 Get NSW Active program opened for submissions. The following projects were nominated for planning/design funding:</p> <ul style="list-style-type: none"> * Chatswood - Dee Why via Frenchs Forest Strategic Cycleway - feasibility (in partnership with Northern Beaches Council and Willoughby City Council) * Gordon - Lindfield cycleway (concept and detailed design) * Lindfield - Roseville Cycleway (concept and detailed design) * Field of Mars Avenue, South Turramurra - feasibility study into shared path and bridge linking Field of Mars Avenue, South Turramurra and The Broadway, South Wahroonga <p>Submissions to the program close in early January 2023 and successful nominations are expected to be announced from February 2023 onwards</p>
Key Achievements			
Council received and accepted co-funding from Transport for NSW active transport improvements in Ku-ring-gai.			
T1.1.1.2	<p>Incorporate the Pedestrian Access and Mobility Plan (PAMP) recommendations into the Public Domain Plan.</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	 50%	<p>The principles and priorities in the draft Pedestrian Access and Mobility Plan (PAMP) continued to inform the provision of pedestrian facilities set out in the town centre Public Domain Plans to improve accessibility, and reduce severance caused by barriers such as arterial roads and railways.</p> <p>A concept design for the draft Public Domain Plan for Pymble (which incorporates improved footpaths, new/improved pedestrian crossing facilities and cycling facilities) was developed by the Urban Design Team during the period, and most of the 9 Infrastructure Provision Goals identified in the draft PAMP for the Pymble centre have been incorporated/addressed as part of the Public Domain Plan. Similarly, the development of the draft Public Domain Plan by the Urban Design Team for St Ives addresses the 3 Infrastructure Provision Goals identified in the draft PAMP.</p>
T1.1.1.3	<p>Progressively upgrade bus stops in accordance with the Disability Discrimination Act requirements to allocated budget.</p> <p>Signoff Authority: <i>Manager Technical Services</i></p>	 50%	<p>The program is progressing and will be completed within existing budgets.</p>


Term Achievement

Code	Description	Progress
T1.1.2	<p>A network of safe and convenient links to local centres, major land uses and recreation opportunities is progressively implemented.</p> <p>Signoff Authority: <i>Director Strategy & Environment</i></p>	
Comments		
<p>Progressed as scheduled.</p> <p>Council's Integrated Transport Strategy is being implemented with access improvements to Ku-ring-gai railway stations at key local centres substantially completed.</p>		



Operational Plan Tasks


Code	Description	Progress	Comments
T1.1.2.1	<p>Review and implement appropriate recommendations from the Ku-ring-gai Integrated Transport Strategy to align with the Local Strategic Planning Statement (LSPS), North District Plan, and Future Transport 2056.</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	<p> 50%</p>	<p>During the period, the following recommendations from the Ku-ring-gai Integrated Transport Strategy were implemented or were in the planning/design phase:</p> <p>Action D10 - Provide accessible access to all rail stations and bus stops:</p> <p>Council is working with TfNSW to upgrade rail stations with lift access to platforms and adjoining streets (where required). All rail stations in Ku-ring-gai either have had access upgrades completed, or in the process of being upgraded. As of 30 December 2022, works were at various stages of progress at Pymble and Killara stations (the remaining stations to receive access upgrades). Subject to weather and other factors, work is expected to be completed at Pymble indicatively around second quarter 2023 and at Killara around fourth quarter 2023.</p> <p>Action E3 - implement road network improvements from the Ku-ring-gai Contributions Plan 2010:</p> <ul style="list-style-type: none"> * intersection Pacific Highway and Strickland Avenue, and intersection of Pacific Highway and Balfour Street/Havilah Road - commencement of traffic signal modelling/design and detailed design for new traffic signals and modification to existing signals. A topographic survey has been completed, and the traffic signal modelling and design was completed and submitted to TfNSW for approval to proceed to detailed design. * intersection Lindfield Avenue and Tryon Road - new traffic signals. In December 2022, Council adopted the final concept plan for Lindfield Avenue and Tryon Road streetscape upgrade. The detailed design for the new traffic signals can now commence in 2023 as part of this project <p>Action E2 - upgrade capacity at critical intersections and pinch points:</p> <ul style="list-style-type: none"> * Improvements at the intersections of Pacific Highway with Fox Valley Road, Redleaf Avenue and Coonanbarra Road were completed by TfNSW in late November 2022. <p>Action E5 - Implement road safety measures on local and regional roads:</p> <ul style="list-style-type: none"> * through Black Spot and other funding programs, Council continued to seek funding to implement road safety upgrades in local and regional roads. A nomination was made to the 2023/24 Black Spot Program for improvements to the traffic signals at the intersection of Killeaton Street and Memorial Avenue. Successful nominations to the 2022/23 Black Spot Program were announced in September 2022, and Council was successful in receiving funding offers for 3 projects: * intersection of Werona Avenue and Stanhope Road - install pedestrian crossing facilities at traffic signals * Intersection Warrimoo Avenue and Dalton Road - new roundabout * Telegraph Road (curve west of Ganmain Road) - Upgrade road surface, improve cross-section and install redirective kerb.

Term Achievement


Code	Description	Progress
T1.1.3	Advocate to relevant government agencies and private companies for integrated public transport facilities and service improvements that meet community needs. <i>Signoff Authority: Director Strategy & Environment</i>	
Comments		
Progressed as scheduled. Transport for NSW are progressing with access upgrades at Killara and Pymble railway stations. Strategic transport planning to advocate for regional rapid bus transport links has continued.		
Key Achievements		
Transport access upgrades to key local centres are underway or near completion.		

Operational Plan Tasks


Code	Description	Progress	Comments
T1.1.3.1	Liase with Transport for NSW for the provision of additional commuter car parking at priority rail stations, including Turrumurra and other centres. <i>Signoff Authority: Manager Urban Planning</i>	 50%	Staff continued to pursue opportunities with TfNSW to provide dedicated commuter parking at Turrumurra and other railway stations in the local government area.
T1.1.3.2	Advocate to Transport for NSW and bus providers to target improvements to bus services connecting nearby centres with Ku-ring-gai including Mona Vale-Macquarie Park route, and Chatswood-Dee Why/Northern Beaches route. <i>Signoff Authority: Manager Urban Planning</i>	 50%	There was no direct advocacy to TfNSW regarding improvements to bus services however, in September 2022, the Greater Cities Commission released the Macquarie Park Strategic Infrastructure and Services Assessment (SISA) Final Report, which was prepared to inform the Macquarie Park Innovation Precinct Place Strategy (Place Strategy) and Macquarie Park Innovation Precinct Strategic Master Plan (Master Plan) prepared by the Department of Planning and Environment (DPE). The report seeks to strategically understand the infrastructure and services needed to support recent and future growth and change across the Macquarie Park Corridor. This report provides some clarity around timeframes for some projects that have been identified in TfNSW's Future Transport Strategy that are relevant to Ku-ring-gai. The report considers infrastructure proposals and delivery timeframes, and in particular mentions the Mona Vale to Macquarie Park public transport improvements for rapid services, with a delivery timeframe of 2027–2036. The report also notes that strategic bus corridor infrastructure may require road widening at selected locations. Also, from December 2022 Council's bus shelters at Babbage Road Roseville Chase will be hosting new Transport for NSW maps for the 160X bus service (introduced in late 2020), which is an all-day frequent network bus service (limited stops) and a precursor to future Rapid Bus services between Chatswood and Dee Why. The maps will seek to increase awareness of the services, and potentially increase interest in the wider community in the future Rapid Bus services.

T1.1.3.3	<p>Collaborate with Transport for NSW to coordinate and implement connections and upgrades to railway stations and bus interchanges.</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	 50%	<p>Transport for NSW are progressing with access upgrades at Killara and Pymble stations. Progress during the period included:</p> <p>Killara station:</p> <ul style="list-style-type: none"> * painting work and modifications to the new station lifts. * backfilling the excavation area for new lift on Culworth Avenue. * continued internal upgrades to the platform building * continued work for a new accessible footpath on Culworth Avenue and commencement of accessible footpath upgrades on Werona Avenue. As a result of refinement during detailed design, the kerb realignment on Werona Avenue was found to be no longer required. As a result, the existing footpath alignment will be retained, as will the existing bike racks. Additional work comprising of the installation of a new bench seat and bin enclosure at the bus stop and new bus stop stairs will be carried out in the existing location. <p>In September 2022, Transport for NSW released an Addendum Review of Environmental Factors (REF) for proposed changes to the current design, including:</p> <ul style="list-style-type: none"> * addition of two rail deflection walls, one on the Werona Avenue side, and one on the Culworth Avenue side of the train line. * reduction of the canopy over the footbridge to simplify the design and reduce its visual impact. <p>Council staff made a submission to the REF, and the REF was determined by Transport for NSW in November 2022.</p> <p>Pymble station:</p> <ul style="list-style-type: none"> * fit-out of new lifts. * installing electrical services within and around the station. * public domain work in front of the station entrance on Pacific Highway, involving the upgrading of the footpath. * installation of new high voltage poles on Grandview Street. * resurfacing works on Pacific Highway. <p>Both projects are expected to be completed in 2023 (indicative dates not available at this stage).</p>
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Term Achievement

Code	Description	Progress
T1.1.4	<p>The community is informed and educated about transport options and encouraged to use active and alternative forms of transport.</p> <p>Signoff Authority: <i>Director Strategy & Environment</i></p>	
Comments		
<p>Progressed as scheduled.</p> <p>Council is planning to promote the National Ride 2 School Day to primary schools in Ku-ring-gai, with assistance from NSW Health. National Ride 2 School Day occurs in March 2023. Council is establishing an Active Transport Committee. Membership and terms of reference have been adopted by Council.</p>		
Key Achievements		
<p>Council has resolved to establish an Active Transport Reference Committee to educate and promote to the community on active and alternative forms of transport.</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
T1.1.4.1	<p>Deliver education and awareness programs focused on alternatives to private car use, including walking and cycling.</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	 50%	<p>During the early part of the period, it was intended to commence planning for Council's annual cycling promotion event, the Ride2Work Day, which is held nationally in October. However, this did not occur. Staff in Strategy & Environment and Operations are planning to promote the National Ride 2 School Day to primary schools in the LGA, with assistance from NSW Health. National Ride 2 School Day occurs in March 2023.</p> <p>Council staff researched and reported back on Councils Active Transport Reference Committee, which was adopted by Council during the period. The role of the committee includes providing user-group and community advice to Council on the development of education and promotion strategies. In early 2023, staff will seek nominations from the community for membership to the committee and once the committee is formed, it may seek to recommend specific education and awareness programs.</p>

Focus area: T2: Road network

Long-Term Objective: T2.1: Local roads and parking operate safely and efficiently.

Term Achievement

Code	Description	Progress
T2.1.1	<p>Safety and efficiency of the local road and parking network have improved and traffic congestion is reduced.</p> <p>Signoff Authority: <i>Director Operations</i></p>	
<p>Comments</p> <p>Progressed as scheduled.</p> <p>TfNSW's Safer Roads Program funded a project for the construction of a protected right turn bay at the intersection of Burns Road and Ellalong Road, North Turramurra which was completed by mid-December 2022.</p> <p>TfNSW funded a project under its Black Spot Program to upgrade traffic control signals with pedestrian phase at the intersection of Werona Avenue and Stanhope Road, Killara. This project is funded over two years (FY22/23 and FY23/24) with a detailed design to be completed by June 2023. A design consultant is expected to be appointed in early 2023 to undertake the traffic signal modelling and design, and detailed design and documentation, with construction expected to occur in FY23/24.</p> <p>Council received 100% funding (\$285,000) from TfNSW under its Black Spot Program to upgrade road surface to high-level non-skid and improve superelevation on the bend in Telegraph Road, Pymble, near Ganmain Road. Failing to receive quotes from external consultants for undertaking design, Council has now commenced designs in-house. Design completion is expected by end of March 2023 with a view to commence construction in early May 2023. This project will be completed by end of FY22/23.</p> <p>A roundabout at Warrimoo Avenue and Dalton Road, St Ives Chase, was also funded by TfNSW under its Black Spot Program FY22/23 (\$190,000). A detailed design for the roundabout was completed by Council staff. Construction is expected to commence early March 2023.</p> <p>The outstanding street lighting upgrade at five pedestrian crossing facilities (using TfNSW's Federal Stimulus Program for upgrading School Zone Infrastructure) in the local government area is ongoing with one facility completed. Ausgrid is working on the upgrade of the remaining facilities and the works are expected to be completed by end of June 2023.</p> <p>Council also received 100% funding from TfNSW under its Get NSW Active Grant Program to construct new footpath at several locations (\$650K), design of cycle paths at three locations (\$245K) and construction of traffic facilities, including several wombat crossings (\$1.6M). These projects are to be completed over three financial years, and must be completed by FY24/25. Council has commenced construction of footpaths and is working on the design of other facilities.</p> <p>While the NorthConnex Road Network Performance Review issued by TfNSW indicates light and heavy vehicle volumes along key roads including Pacific Highway have reduced following the opening of NorthConnex, the data in the report and other publicly available data does not distinguish between types of heavy vehicles, which is of concern to Council (particularly B-double vehicles). Council has written to the State Member and the Minister for Transport for the permanent ban of trucks and</p>		

buses over 12.5m length or over 2.8m high from using Pacific Highway unless they have a destination in the area. Council will continue to monitor traffic volume data that is publicly available (for wider trends) and continue to work with TfNSW to assess impacts on Council's key/selected roads, especially on the increased use of trucks on Pacific Highway and Ryde Road.

As the timeframes for the implementation of the Park N Pay functionality (by NSW Department of Customer Services) at the Lindfield Village Green car park is still unclear, it was considered that in the interim operation of the meters (as Pay and Display) should commence as soon as possible in January/February 2023. Arrangements have been made for this to occur. Fee proposals have been received for the consultancy into the wider implementation of a paid parking strategy, which will advise on Staging, Business Rules, Operating Models, Parking Management Systems/Technology Design and Selection/Procurement. The study into the implementation of the paid parking strategy is expected to commence in early 2023 and includes a component of community/stakeholder engagement forums and customer experience/interface advice.



Key Achievements

Intersection of Burns Road and Ellalong Road was upgraded using TfNSW's Black Spot funding.

Council was successful in securing \$900K from TfNSW under its Black Spot Program for FY22/23 and 23/24.

Council received \$2.25M in funding for construction of footpaths and pedestrian facilities over three financial years: 22/23 to 24/25.

Operational Plan Tasks


Code	Description	Progress	Comments
T2.1.1.1	<p>Collaborate with Major Projects Unit, Regulatory team and Operations to facilitate the implementation of paid parking in major project car parks.</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	 50%	<p>Staff from Strategic Planning, Regulatory Services and Operations have been working towards the public operation of the parking meters in the Lindfield Village Green. This includes developing a plan for regulatory and other support signage to be installed in the car park to clearly communicate the conditions of entry, pricing structure and other requirements. Currently the meters are switched on, and final adjustments are being made to the meter software and tariff cards. It is expected that the meters will be operational in January or February 2023 with Pay and Display mode until NSW Government of Customer Services/DCS (who administer the Park N'Pay facility) enable Council's adopted sliding scale fee structure within the Park N'Pay app. The most recent advice from DCS was that sliding scale fees are being tested in Park N Pay environment, although no timeframe was given as to when it would be live at the Lindfield Village Green.</p> <p>In late September 2022, a Request for Quotation (RFQ) was issued to provide Council with advice on the wider implementation of the paid parking strategy. The RFQ closed in October but fee proposals were not able to be assessed during the period due to other workloads. If a suitable consultant is recommended, it is expected an appointment will be made some time in early 2023.</p>
T2.1.1.2	<p>Implement the 10-year Traffic and Transport Program.</p> <p>Signoff Authority: <i>Manager Traffic & Transport</i></p>	 50%	<p>Council received funding from TfNSW for the construction of a protected right turn bay (and upgrade of road surface to non-skid) at the intersection of Burns Road and Ellalong Road, North Turrumulla, which is a project listed in the 10 Year Traffic and Transport Plan. Construction was underway during the September quarter.</p> <p>The following sites in the 10 Year Traffic and Transport Plan were assessed for eligibility in the 2023/24 Black Spot Program, but did not meet the program's criteria:</p> <ul style="list-style-type: none"> * intersection of Junction Road and Grosvenor Street - replace roundabout with new traffic signals. * intersection of Archbold Road and Tryon Road (widen Eastern Arterial Road/Archbold Road to provide dedicated right turn bays and provide right turn bays on Tryon Road approaches).

			<p>* Lady Game Drive – upgrade roundabout at Highfield Road/Moore Avenue.</p> <p>* Horace Street/Link Road – new traffic signals (to replace existing roundabout) at Stanley Street.</p>
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Focus area: T3: Regional transport network



Long-Term Objective: T3.1: An accessible public transport and regional road network.

Term Achievement

Code	Description	Progress
T3.1.1	<p>A strategic access, traffic and transport plan is being implemented for the Northern Sydney region.</p> <p>Signoff Authority: Director Strategy & Environment</p>	
Comments		
<p>Progressed as scheduled.</p> <p>Strategic transport planning has progressed through representations on NSROC Transport Groups. Works in local centres for transport upgrades have been included in the Long Term Financial Plan.</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
T3.1.1.1	<p>Monitor and report traffic impacts on the arterial and regional road network in Ku-ring-gai after commencement of operation of NorthConnex.</p> <p>Signoff Authority: Manager Traffic & Transport</p>	 50%	<p>The NorthConnex Road Network Performance Review Plan was publicly released by TfNSW in mid-September 2022. The review mainly includes Pennant Hills Road between the M2 Motorway and M1 Motorway, and other key roads within the affected area perceived to be alternate routes including Pacific Highway/Ryde Road/Lane Cove Road, as well as Fox Valley Road and The Comenarra Parkway. The Review also covered the interchange with M1 Pacific Motorway (Northern Interchange) at Wahroonga. The key findings were:</p> <ul style="list-style-type: none"> * generally, light vehicle and heavy vehicle volumes along key roads have reduced following the opening of NorthConnex, including Pacific Highway. * during the AM peak, all travel times significantly decreased in both directions following the opening of NorthConnex, except for Pacific Highway (northbound) which experienced a minor increase of nine seconds. During the PM peak, travel times on Pennant Hills Road and Pacific Highway significantly decreased in both directions. * following the opening of NorthConnex, bus operating travel times on Pennant Hills Road have significantly improved, but no analysis of bus performance was undertaken for routes operating on Pacific Highway. <p>In response to feedback from the community that there is an increase in the number of heavy vehicles using Pacific Highway to avoid NorthConnex, the report noted the following:</p> <ul style="list-style-type: none"> * avoiding NorthConnex to travel on M2 would add 20 minutes travel time and still incur a toll. * a review of traffic count data indicates that heavy vehicle volumes on Pacific Highway at Warrawee have decreased since the opening of NorthConnex. * volumes of light vehicles along the same route also decreased, but at a much faster rate than that of heavy vehicles. As a result, the percentage of heavy vehicles as part of total traffic has increased. This is likely to result in a perception that heavy vehicles have increased, which the Review notes is not true


			<p>based on the analysis of classified traffic data along the Pacific Highway.</p> <p>It is noted that the analysis of the vehicle counting station on Pacific Highway at Warrawee classifies vehicles into "light" and "heavy" categories, but does not distinguish between types of heavy vehicles (e.g. small/medium/large rigid trucks, articulated trucks and B-doubles etc). At the Ordinary Meeting of Council on 13 December 2022, Council considered a Notice of Motion from Councillors Smith and Wheatley regarding concerns of increased B-double truck use of Pacific Highway to avoid NorthConnex tolls. Council resolved to write to the State Member for Ku-ring-gai (now Wahroonga) and the Minister for Transport and advocate for the permanent ban of trucks and buses over 12.5m length or over 2.8m high from using Pacific Highway unless they have a destination in the area. Council also resolved to request the State Government install signage and cameras on a gantry like the existing infrastructure located on Pennant Hills Road, and to request additional information from The Hon. Alister Henskens MP regarding his advocacy for a reduction in B-Doubles on the Pacific Highway since receiving Council's letter on 14 May 2021.</p>
T3.1.1.2	<p>Collaborate with regional partners to advocate for improved traffic and transport in the Northern Sydney region aligned with the Local Strategic Planning Statement (LSPS), North District Plan, and Future Transport 2056.</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	 50%	<p>During the period, one NSROC Northern Sydney Transport Leadership Group meeting was held. Matters discussed during the meeting relevant to Ku-ring-gai included:</p> <ul style="list-style-type: none"> * regulatory changes/planning controls by the Department of Planning & Environment to facilitate installation of electric vehicle charging infrastructure in new buildings and in existing buildings. * E-scooter trials in NSW, and various NSROC council's participation. For Ku-ring-gai, it was noted that the parameters of the trial are that E-scooter use will be permitted in approved trial areas only, on: <ul style="list-style-type: none"> * bicycle paths/lanes * shared paths * roads with a speed limit of 50 km/h or lower * E-scooter use will not be permitted on footpaths. <p>This precludes the majority of the LGA, as the existing network of bicycle paths/lanes and shared paths is very modest and unlikely to attract an E-scooter provider.</p> <p>A sub-group of the NSROC Northern Sydney Transport Leadership Group met separately with the TfNSW E-Scooter trial team in September, to further explore opportunities. There was the possibility of running a trial in a closed area such as St Ives Showground/Wildflower Garden, but it is a time-consuming process to get involved in the trial as it needs a lot of work to put in a submission which requires an audit of cycleways amongst other requirements (a sentiment which was echoed by other NSROC Councils). Councils also need to examine legal risk arising from the trial. From a Ku-ring-gai perspective, it was considered best to allow the trials to take place in other areas and await the outcome.</p>
T3.1.1.3	<p>Plan for works in response to development in local centres.</p> <p>Signoff Authority: <i>Manager Urban Planning</i></p>	 50%	<p>Works in the Ku-ring-gai Contributions Plan 2010 (in response to developments in local centres) have been included in the Long Term Financial Plan, along with indicative timings. These works are typically development or Council project driven and will depend on development occurring in the local centres.</p> <p>Progress on Lindfield Local Centre transport works during the period included:</p>

		<p>* intersection Pacific Highway and Strickland Avenue, and intersection of Pacific Highway and Balfour Street/Havilah Road - commencement of traffic signal modelling/design and detailed design for new traffic signals and modification to existing signals. Traffic signal modelling and design was completed and submitted to TfNSW for approval to proceed to detailed design. This includes the extension of the right turn bay on Pacific Highway into Havilah Road.</p> <p>* intersection Lindfield Avenue and Tryon Road – new traffic signals. In December 2022, Council adopted the final concept plan for Lindfield Avenue and Tryon Road streetscape upgrade. The detailed design for the new traffic signals can now commence in 2023 as part of this project. This also includes upgrades to bus stops, taxi zones and drop-off/pick-up areas.</p>
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Term Achievement

Code	Description	Progress
T3.1.2	<p>Council engages with the State Government to upgrade regional roads and reduce congestion in the local road network.</p> <p>Signoff Authority: Director Strategy & Environment</p>	
Comments		
<p>Progressed as scheduled.</p> <p>Council was successful in receiving an offer of 100% funding under the 2022/23 Australian Government Black Spot Program for projects during the reporting period.</p> <p>Staff also submitted funding nominations to the 2023/24 Australian Government Black Spot Program for the following projects:</p> <ul style="list-style-type: none"> * Intersection of Killeaton Street and Memorial Avenue, St Ives. 		
Key Achievements		
<p>Council was successful in receiving an offer of 100% funding under the 2022/23 Australian Government Black Spot Program for the following projects:</p> <ul style="list-style-type: none"> * Werona Avenue and Stanhope Road, Killara. * Telegraph Road, Pymble. * Warrimoo Avenue and Dalton Road, St Ives Chase. 		

Operational Plan Tasks

Code	Description	Progress	Comments
T3.1.2.1	<p>Pursue funding opportunities with Transport for NSW for improvement works on regional roads and at blackspot locations.</p> <p>Signoff Authority: Manager Urban Planning</p>	 50%	<p>During the period, Council was successful in receiving an offer of 100% funding under the 2022/23 Australian Government Black Spot Program for the following projects:</p> <ul style="list-style-type: none"> * Werona Avenue and Stanhope Road, Killara: upgrade traffic control signals with pedestrian phase, install pedestrian crossing facilities (multi-year project). * Telegraph Road, Pymble: upgrade road surface to high-level non-skid pavement, improve road cross-section and install redirective kerb at curve west of Ganmain Road. * Warrimoo Avenue and Dalton Road, St Ives Chase: install single lane roundabout, including all traffic calming, line marking, lighting and signage. <p>The funding for these projects has been formally accepted. The project in Killara requires traffic signal modelling and design, and during the period a Request for Quotation (RFQ) was issued for the procurement of these services. The submissions are being assessed and a consultant is expected to be appointed in January or February 2023.</p>

			<p>During the period, staff also submitted funding nominations to the 2023/24 Australian Government Black Spot Program for the following projects:</p> <ul style="list-style-type: none"> * Intersection of Killeaton Street and Memorial Avenue, St Ives: upgrade of traffic signals (introduce protection to pedestrian phase/crossing on western leg of intersection).
Key Achievements			
Council was successful in securing grants in St Ives Chase, Pymble and Killara.			



THEME 5 LOCAL ECONOMY

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

Focus area: E1: Facilitating business growth

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


Term Achievement

Code	Description	Progress
E1.1.1	Ku-ring-gai's economic strengths and opportunities are promoted. Signoff Authority: <i>Director Community</i>	
Comments		
<p>Progressed as scheduled.</p> <p>Council continues to promote the area's economic strengths and opportunities. This has focussed recently on reducing red tape for small business, partnerships with other stakeholders and active support for the Ku-ring-gai Chamber of Commerce.</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
E1.1.1.1	Explore Ku-ring-gai's business strengths and opportunities and liaise with business and related groups to exploit these. Signoff Authority: <i>Manager Corporate Communications</i>	 50%	Council staff regularly liaise with local businesses and chambers of commerce to identify strengths and opportunities in the region. For example, home based business is an important part of the local economy. To support this Council delivered an event in partnership with City of Ryde Council to provide tools and knowledge for these micro businesses to be more successful. This is supported on an ongoing basis by other events including the Small Business Roundtable sessions which will continue in 2023.
E1.1.1.2	Investigate opportunities to reduce red tape for business. Signoff Authority: <i>Manager Corporate Communications</i>	 50%	<p>Ongoing discussions are underway with internal stakeholders (customer service, planning and compliance staff) and external agencies (including Service NSW and local businesses) to ascertain where red tape is proving a challenge for businesses in Ku-ring-gai.</p> <p>Work continued in this area with Council planning to undertake research with local companies in the coming months as well as bringing staff and Service NSW officers together to identify opportunities for improvement.</p>


Term Achievement

Code	Description	Progress
E1.1.2	Strategies and plans are in place that support business growth. <i>Signoff Authority: Director Strategy & Environment</i>	
Comments		
<p>Progress is significantly behind schedule. Council was preparing an Employment Lands Study to be consistent with the Local Strategic Planning Statement.</p> <p>Reason The Department of Planning and Environment released their own guidelines for employment lands and Council's Employment lands study needs to be consistent with those guidelines.</p> <p>Remedial Action The Employment Lands Strategy Guidelines are being reviewed with the intention of developing a full project plan for a study. Consultants will be engaged within this financial year.</p>		
Challenges		
Aligning Local and State Planning Policy objectives.		


Operational Plan Tasks

Code	Description	Progress	Comments
E1.1.2.1	Undertake the Employment Lands Study and Strategy in accordance with Department of Planning, Industry and Environment (DPIE) guidelines. <i>Signoff Authority: Manager Urban Planning</i>	 10%	<p>Progress on the Strategy was delayed during the reporting period; however, staff are currently reviewing the Employment Lands Strategy Guidelines.</p> <p>Reason The Department of Planning and Environment Employment Lands Strategy Guidelines were released in September 2022.</p> <p>Remedial Action The Employment Lands Strategy Guidelines are being reviewed with the intention of developing a full project plan for a study. Consultants will be engaged within this financial year.</p>


Term Achievement

Code	Description	Progress
E1.1.3	Secure a development partner for Lindfield Village Hub. <i>Signoff Authority: General Manager</i>	
Comments		
<p>Progressed as scheduled. During the reporting period, procurement activities progressed, and staff recommended to Council that it enter exclusive negotiations with a preferred proponent.</p> <p>Progress update not approved.</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
E1.1.3.1	<p>Progress negotiations with prospective developers for the Lindfield Village Hub.</p> <p>Signoff Authority: Group Lead - Major Projects</p>	 50%	<p>The Lindfield Village Hub Request for Detailed Proposal (RFDP) responses were received in July 2022. An evaluation of the responses took place between July and September 2022. A recommendation to enter exclusive negotiations with a preferred proponent was considered by Council at its February 2023 meeting. At that meeting Council resolved to enter into exclusive negotiations with the preferred proponent (development partner) to finalise the terms of an agreement. The identity of the development partner will remain confidential until the negotiations are concluded and have been further considered by Council at a future meeting.</p>

Term Achievement

Code	Description	Progress
E1.1.4	<p>Examine options for the development of the Turramurra Community Hub.</p> <p>Signoff Authority: General Manager</p>	
Comments		
<p>Progressed as scheduled.</p> <p>Council considered a proposal by Coles to purchase an amount of land as part of a staged reconsideration of the Turramurra Community Hub site masterplan. Discussions are ongoing.</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
E1.1.4.1	<p>Refine feasibility parameters and consider appropriate development scenarios.</p> <p>Signoff Authority: Group Lead - Major Projects</p>	 50%	<p>Further feasibility was undertaken in discussion with Coles as a major landowner within the master planned site which was presented to Council in October 2022. Council resolved that:</p> <p>A. That it be noted that Council does not have the financial capacity to deliver the new community facilities and public domain works in the Turramurra Community Hub (TCH) masterplan.</p> <p>B. That development of the site should be undertaken in stages, with consideration of a retail and residential component occurring initially on Coles' land.</p> <p>C. That at a future time, the provision of community facilities, public domain and any residential and retail development on Council land may be an option through higher density and height should it become permissible and/or through additional Council funding if it becomes available.</p> <p>D. That Council continues discussions with Coles regarding potential purchase and incorporation of Council land into their development site and consider options for the use of sale proceeds for community benefit on the TCH site.</p> <p>E. That any sale of land to Coles would be based on Council being satisfied that a proposed development would enhance amenity for the local community and be sympathetic to future development of the TCH site for public benefit, and that development assessment would be subject to normal processes.</p> <p>F. That a report be brought back to Council in the first quarter of 2023.</p>




Focus area: E2: Partnering for business growth


Long-Term Objective: E2.1: Key stakeholders partner with Council to strengthen and develop Ku-ring-gai's local economic base.

Term Achievement

Code	Description	Progress
E2.1.1	Ku-ring-gai's business community, government agencies and regional partners are working in an effective and integrated way to strengthen Ku-ring-gai's local economy. Signoff Authority: Director Community	
Comments		
Progressed as scheduled. Support for business in Ku-ring-gai includes a significant program including events, state government support and consultation.		

Operational Plan Tasks


Code	Description	Progress	Comments
E2.1.1.1	Continue Council's comprehensive business engagement events program offering a range of in person and online events. Signoff Authority: Manager Corporate Communications	 50%	Five business events have taken place during the period with over 300 people attending. Four of the events were staged face-to-face in response to feedback from businesses that wanted to connect in person. The events covered topics including networking, marketing, peer to peer support and planning using census data. Two sessions were delivered in partnership with external agencies including City of Ryde Council, Service NSW, Ku-ring-gai Chamber of Commerce and the NSW Small Business Commission. Early in the period Council trialled an online business accelerator program. The project allowed 15 local businesses to virtually access modules to support them across a range of business disciplines complemented by online coaching with business experts.
E2.1.1.2	Continue to engage and collaborate with the local business community on local centre upgrades, economic development priorities, actions and relevant issues. Signoff Authority: Manager Corporate Communications	 50%	Council staff regularly liaise with businesses via its community engagement program on projects occurring in local centres. During the period this included Public Domain Plans in Roseville, St Ives and Pymble as well as Streets as Shared Spaces, funded Try Turramurra Project and streetscape upgrades in Turramurra and South Turramurra.
E2.1.1.3	Work with Service NSW to promote and improve access to local Service NSW Business Concierge Services. Signoff Authority: Manager Corporate Communications	 50%	Council hosts a Service NSW Business Concierge at Chambers monthly. This service is widely promoted to encourage local business to engage with the business support arm of the state government. Service NSW (SNSW) programs are also advertised on a regular basis via Council's media streams (including Business Connections e-news) and SNSW regularly attend Council's business events as stallholders and speakers. Council staff work closely with SNSW to ensure the service is meeting the needs of local businesses.

E2.1.1.4	<p>Collaborate with other local councils, NSW State Government and other stakeholders to identify and implement initiatives to support local businesses.</p> <p>Signoff Authority: <i>Manager Corporate Communications</i></p>	 50%	<p>Staff work closely with other councils, and government agencies as well as chambers of commerce. This includes the delivery of events, research projects, promotion of business support programs and other initiatives.</p> <p>Council regularly collaborates with neighbouring councils, Regional Development Australia (Sydney), Federal Local Jobs Program, Council of Small Business Organisations Australia, Service NSW, NSW Small Business Commission, as well as Ku-ring-gai and Hornsby chambers of commerce.</p>
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Focus area: E3: Destination opportunities


Long-Term Objective: E3.1: Ku-ring-gai has a range of attractions and events that draw local and regional visitors.

Term Achievement

Code	Description	Progress
E3.1.1	<p>Destination business has been strengthened and expanded.</p> <p>Signoff Authority: <i>Director Community</i></p>	
Comments		
<p>Progressed as scheduled.</p> <p>Ku-ring-gai's destination business is largely supported through the activation of the regional events program. Key partner regional events delivered included the Wahoonga Food & Wine Festival, Wahoonga Village Fair and Ku-ring-gai Christmas Celebration events. Additionally, Council supported the delivery of the Department of Planning & Environment Streets as Shared Spaces initiative in the Turramurra local centre.</p>		

Operational Plan Tasks

Code	Description	Progress	Comments
E3.1.1.1	<p>Implement an annual program of destination festivals and events, including key destination partners in events programs.</p> <p>Signoff Authority: <i>Manager Visitor Experience & Events</i></p>	 50%	<p>From July to December over 73,000 people attended events in Ku-ring-gai. This included the Wahoonga Food & Wine Festival with 5,500 attendees, the Wahoonga Village Fair attracting 20,000 and over 2,000 attendees at the five Christmas Carol Events.</p>
Key Achievements			
<p>Ku-ring-gai's Heritage and Gai-Mariagal Festival was awarded the winner of the 'Heritage and Culture Award' under the Keep Australia Beautiful NSW 2022 Sustainable Cities Awards program.</p>			
E3.1.1.2	<p>Promote destination-related facilities and events using Council channels including social media.</p> <p>Signoff Authority: <i>Manager Corporate Communications</i></p>	 50%	<p>During this period the communications team promoted events and programs at the Wildflower Garden, St Ives Showground, the Arts Centre and Ku-ring-gai Fitness and Aquatic Centre.</p>

E3.1.1.3	<p>Activate key destination events, support Destination NSW strategies and co-ordinate the Ku-ring-gai destination management network.</p> <p>Signoff Authority: <i>Director Community</i></p>	 50%	<p>During the reporting period Council hosted regional destination events including the Aussie Night Markets, The Big Bounce and Sunset Cinema.</p> <p>Council delivered the new Ku-ring-gai Destination Eco Festival including the Sustainable Sculpture Trail with over 8500 visitations</p> <p>Ku-ring-gai was awarded the Keep Australia Beautiful NSW Heritage and Culture Award for the Ku-ring-gai Heritage and Gai-Mariagal Festival.</p> <p>Council secured the Queen of Oz commercial filming production at St Ives Showground.</p> <p>Meetings continued with Destination NSW regarding the Sydney Harbour North Destination Management Plan and Ku-ring-gai's strategic engagement.</p>
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Key Achievements

Under the Keep Australia Beautiful NSW 2022 Sustainable Cities Awards program, Council's Heritage & Gai-Mariagal Festivals and its events celebrating architectural heritage and indigenous culture received the Heritage and Culture Award.



THEME 6 LEADERSHIP

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

Focus area: L1: Leadership


Long-Term Objective: L1.1: A shared long-term vision underpins strategic collaboration and partnerships and builds leadership capacity.

Term Achievement


Code	Description	Progress
L1.1.1	The priorities of our community, as reflected in the Community Strategic Plan, inform Council's policy development, decision-making and program delivery. <i>Signoff Authority: Director Corporate</i>	
Comments		
<p>Progressed as scheduled.</p> <p>Communication and engagement with the community and other stakeholders focused on the priorities, programs and projects included in Council's adopted Integrated Planning and Reporting Plans with feedback informing any amendments.</p> <p>Satisfactory progress reviews of Council's Delivery Program and Operational Plan were completed and adopted by Council and senior management for the periods December to June 2022 and July to September 2023 respectively.</p> <p>Council's Annual Report, including audited Financial Statements for 2021-2022, was endorsed by Council at its meeting in November 2022 and published on Council's website. The report details Council's performance during the 2021/22 financial year including achievements and challenges. The Annual Report is one of the key accountability mechanisms between Council and the community and was prepared in accordance with the Local Government Act 1993.</p>		

Operational Plan Tasks


Code	Description	Progress	Comments
L1.1.1.1	Communicate and engage with the community on the priorities and programs within the adopted Community Strategic Plan, Delivery Program and Operational Plan. <i>Signoff Authority: Manager Governance & Corporate Strategy</i>	 50%	Council continued to utilise a variety of mechanisms to communicate and engage with the community on priorities and programs with the Integrated Planning and Reporting plans. This included media releases, e-news and social media; information with the annual rate notice, Mayoral news and information on current projects and works on Council's website. Specific engagement activities were also undertaken during the reporting period for service and projects. These included Gordon Library customer survey; local projects - Roseville Public Domain Plan, the proposed new park at Bedes Forest St Ives, Eastern Road shopping area streetscape upgrade Turramurra, landscape masterplan for Queen Elisabeth Reserve West Lindfield, playground upgrades at Ibbitson Park Lindfield and Pymble Public Domain Plan; and local government area wide projects and plans - Ku-ring-gai's Net Zero Strategy, the Outdoor Dining and Footpath Trading policy and generic plans for Management for Sportsgrounds and Parks.
L1.1.1.2	Develop and implement plans detailing how Council will deliver the Community Strategic Plan (including the Resourcing Strategy, Delivery Program and Operational Plan).	 50%	Council adopted a revised Community Strategic Plan, Resourcing Strategy, Delivery Program and Operational Plan in the previous 2021-2022 financial year with implementation commencing on July 1, 2022. The Plans detail how Council will progress delivery of the Community Strategic Plan over the next 4-year period through services, projects, and programs.


	Signoff Authority: <i>Manager Governance & Corporate Strategy</i>		A report on progress of the Delivery Program and Operational Plan 2022-2023 was completed for the September quarter and December bi-annual reporting periods. A review of the Delivery Program and Operational Plan commenced with a revised Program and new Operational Plan 2023-2024 to be prepared in the third quarter.
L1.1.1.3	Provide regular reporting to the community on performance and progress against Council's Delivery Program and Operational Plan. Signoff Authority: <i>Manager Governance & Corporate Strategy</i>	 50%	The six-month progress review of the previous Delivery Program 2018-2022 and Operational Plan 2021-2022, for the period January to June 2022, was reported to and noted by Council at the September 2022 OMC and published on Council's website. This was the final review of Council's Delivery Program 2018-2022 and Operational Plan 2021-2022. Results of the review up to 30 June 2022 indicated that a satisfactory 89% of Council's four-year term achievements had been completed or substantially completed and 90% of 2021-22 tasks had been completed or substantially completed. Council's Annual Report for 2021-22 was endorsed by Council at its meeting of November 2022. The Annual Report provides details of Council's performance during the 2021/22 financial year including Council's Audited Financial Statements and achievements and challenges. A progress review of 2022/23 Operational Plan tasks was reported to senior management for the September quarter. Results indicated that a satisfactory 98.5% of tasks were progressing to schedule or completed.

Term Achievement

Code	Description	Progress
L1.1.2	Council leads the community by advocating, influencing, collaborating and partnering to the benefit of the local area. Signoff Authority: <i>Director Corporate</i>	
Comments		
<p>Progressed as scheduled.</p> <p>Councillors and Council officers continued to participate in, advocate for and respond to policy development and legislative change affecting Ku-ring-gai through Council resolution, state and regional representative groups and committees.</p> <p>Feedback from community groups, organisations and government agencies informed the development and implementation of plans and policies included in Council's adopted Integrated Planning and Reporting plans.</p>		

Operational Plan Tasks


Code	Description	Progress	Comments
L1.1.2.1	Proactively influence and respond to Commonwealth and NSW policy development and reforms affecting Ku-ring-gai in line with the objectives in the Community Strategic Plan. Signoff Authority: <i>Manager Governance & Corporate Strategy</i>	 50%	Governance and Corporate Strategy and operational teams continued to monitor for changes to state and Commonwealth policy and legislation affecting Ku-ring-gai Council. Recently Council: * worked with its pound provider to accommodate changes to re-homing of animals under the Companion Animals Act. * provided a submission to the Office of Local Government (OLG) in support of mandatory guidelines on the lobbying of councillors. * updated its delegations in line with the new Public Spaces (Unattended Property) Act and supported regulatory officers to undertake training.

L1.1.2.2	<p>Engage with government agencies, community groups and organisations in the development and implementation of plans and policies.</p> <p>Signoff Authority: <i>Manager Governance & Corporate Strategy</i></p>	 50%	<p>Collaborations and partnerships continued to be supported with other agencies, organisations and community groups. Information on recent collaborations and partnerships is included in the Annual Report 2021-2022.</p> <p>Other stakeholders, such as state agencies, non-government organisations, businesses, community groups and individuals also have an important role to play in delivering the Community Strategic Plan outcomes. Stakeholders are listed against the long-term objectives within Council's adopted Community Strategic Plan.</p> <p>Engagement and collaboration opportunities with community groups and organisations and government agencies are identified in Council's Community Strategic Plan for each long-term objective.</p>
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Focus area: L2: Financial capacity and sustainability


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

Term Achievement


Code	Description	Progress
L2.1.1	<p>Council takes action towards financial sustainability.</p> <p>Signoff Authority: <i>Director Corporate</i></p>	
Comments		
<p>Progressed as scheduled.</p> <p>Council commissioned a financial sustainability review in November 2022. The objectives of this review were to test the assumptions in Council's adopted long-term Resourcing Strategy, the risks to successful delivery and options for addressing these risks. The outcomes of the review have been presented to Councillors and a final report is scheduled for the February 2023 Ordinary Meeting of Council. In November 2022, Finance also commenced the 2023/24 annual budgeting process and review of the Long-Term Financial Plan (LTFP). Outcomes of the financial sustainability review will be reflected and considered as part of the budgeting process and will inform the preparation of the LTFP. The Draft Budget and LTFP will be communicated to the Executive team and Councillors prior to placing on public exhibition.</p>		

Operational Plan Tasks



Code	Description	Progress	Comments
L2.1.1.1	<p>Review the Long Term Financial Plan in consultation with Councillors each year.</p> <p>Signoff Authority: <i>Manager Finance</i></p>	 50%	<p>The review of the 2023/24 recurrent budget and project bids was completed by budget managers. The analysis of budget data is in progress with a first draft due to be presented to the Executive team and Councillors in February 2023. The Long-Term Financial Plan (LTFP) will be reviewed and scheduled for adoption in line with the Resourcing Strategy. The Long-Term Financial Plan will reflect recommendations from the recent Financial Sustainability review.</p>
L2.1.1.2	<p>Review Council rates with a view to seeking special rates variations.</p> <p>Signoff Authority: <i>Manager Finance</i></p>	 50%	<p>Council has included a new intergovernmental special rate for the joint infrastructure project with Transport for NSW in the LTFP to partly fund the St Ives Basketball Courts which is currently awaiting proclamation. A special rate variation (SRV) could also be considered by Council to provide additional revenue for core infrastructure renewal, where currently insufficient funding is allocated. This has been a recommendation of the recent Financial Sustainability review and will be considered as part of the new funding strategy in the LTFP.</p>

L2.1.1.3	Ensure Council meets planned budget performance objectives. Signoff Authority: <i>Manager Finance</i>	 50%	The overall budget performance is regularly monitored with a detailed review and reporting to Council on a quarterly basis. The December quarterly budget review commenced early January 2023 and will be reported to Council on 14 February 2023. The December quarterly review will analyse the budget performance against actuals year to date and highlight any budgetary issues arising from the review. While the quarterly review analyses is still in progress, no major unfavourable budget variations are expected.
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Term Achievement

Code	Description	Progress
L2.1.2	Manage Council's property assets to achieve Ku-ring-gai's long term objectives and priority projects contained within Ku-ring-gai's Community Strategic Plan and Delivery Program. Signoff Authority: <i>Director Strategy & Environment</i>	
Comments		
<p>Progressed as scheduled.</p> <p>Council has progressed the acquisition and divestment of several sites in accordance with Council resolutions, Council's Acquisition and Divestment of Land Policy and market valuation advice. Council has concluded several new commercial agreements in accordance with market valuation advice or via public tender. Council has also concluded several agreements with not-for-profit sporting and community groups in accordance with the prevailing policy, which stipulates a market valuation/subsidy approach.</p>		



Operational Plan Tasks

Code	Description	Progress	Comments
L2.1.2.1	Progress Council approved property acquisitions and divestments. Signoff Authority: <i>Manager Property</i>	 50%	<p>Following independent valuation advice, negotiations and agreement, formal offers have been extended to purchase key properties in Pymble and Roseville with contracts expected to be exchanged in January 2023. Negotiations to acquire other key properties for open space and public purposes also commenced during the reporting period.</p> <p>Following updated valuation advice, 97 Babbage Road, Roseville Chase has been marketed for sale.</p>
L2.1.2.2	Optimise financial returns from Council's existing property portfolio, given the prevailing market conditions. Signoff Authority: <i>Manager Property</i>	 50%	<p>During the period, a commercial lease for the former St Ives Occasional Care at 261 Mona Vale Road St Ives was finalised.</p> <p>Agreement of terms reached for 4 new leases for office space within 828 Pacific Highway, Gordon were concluded - Dawn Jest P/L, McCarrolls of Moss Vale P/L and Cellular P/L. Leases to be counter-executed by Council in January 2023.</p> <p>New licence concluded with NSW Health - Baby Health Centre in St Ives.</p> <p>New lease concluded for Lumina Medical Group Pty Ltd for office space at Tryon Road, Lindfield.</p> <p>Renewals in progress - TOMRA return and earn licences at St Ives and Turrumurra, CARES and Ravenswood Road lease.</p> <p>Road lease for 99 and 99A Eastern Road, Turrumurra encroachments in progress and short-term compound lease to JK Williams for Lindfield Learning Centre roadworks.</p>


Term Achievement

Code	Description	Progress
L2.1.3	Council's income and expenditure meets the requirements of the adopted Delivery Program and Operational Plan and the Resourcing Strategy. Signoff Authority: Director Corporate	
Comments		
<p>Progressed as scheduled.</p> <p>Annual income and expenditure budgets are monitored monthly and reported to Council as part of Quarterly Budget reviews. The current Long Term Financial Plan (LTFP) allocates funding to current services, priority projects and infrastructure assets to meet all identified assets and financial performance benchmarks. As part of the 2023/24 annual budget process and LTFP review which commenced in November 2022, priority projects and new budget requirements will be reviewed, and funds allocated as required. Both expenditure and income will be reviewed in line with the latest assumptions and forecasts to ensure adequate funding is allocated to current services and future project initiatives. Council's fees and charges will be reviewed as part of the current budgeting process.</p>		




Operational Plan Tasks

Code	Description	Progress	Comments
L2.1.3.1	Monitor expenditure to ensure it is in accordance with adopted plans. Signoff Authority: Manager Finance	 50%	<p>Annual income and expenditure budgets are monitored monthly and reported to Council as part of Quarterly Budget reviews.</p> <p>The current Long Term Financial Plan (LTFP) allocates funding to current services, priority projects and infrastructure assets to meet all identified assets and financial performance benchmarks. As part of the annual budget process and LTFP review, priority projects and new budget requirements will be reviewed, and funds allocated as required.</p> <p>As part of annual monitoring of the budget the actual expenditure and funding is reviewed, and any budget adjustments recommended to Council as part of Quarterly Budget reviews.</p>
L2.1.3.2	Review fees to identify sustainable increases to Council's income. Signoff Authority: Manager Finance	 50%	<p>The review of Council's fees and charges commenced as part of the 2023/24 annual budgeting process in November with a view to review and increase non regulatory fees and charges in line with CPI indexation. This review is intended to include benchmarking of several fees and charges with surrounding Councils for similar facilities and venues available as well as an analyses of costs and fee methodologies with a view to identify potential increase to Council's income. Further discussions on this will be undertaken as part of the upcoming Councillor workshop.</p>

Term Achievement

Code	Description	Progress
L2.1.4	Council maintains its commitment to infrastructure asset management priorities. <i>Signoff Authority: Director Corporate</i>	
Comments		
<p>Progressed as scheduled.</p> <p>Asset management continues to be a priority with works continuing as per the individual programs.</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
L2.1.4.1	Identify available funding sources in the Long Term Financial Plan and champion prioritisation for infrastructure renewal. <i>Signoff Authority: Manager Finance</i>	 50%	As part of the annual budget process and LTTP review, priority projects and new budget requirements will be reviewed and funds allocated as required. Council continued to maintain its commitment to infrastructure assets and decreasing the current infrastructure backlog. This is reflected in the current funding strategy forming part of the LTTP. The recent Financial Sustainability review has highlighted the need for additional funding for Council's infrastructure, with a recommendation for a future increase in rates (SRV). This will form part of Council's new funding strategy if supported.
L2.1.4.2	Review the Asset Management Strategy as part of Council's adopted Resourcing Strategy. <i>Signoff Authority: Manager Technical Services</i>	 50%	Council's Asset Management Strategy has been reviewed but will need further review in line with the Long Term Financial Plan.
L2.1.4.3	Achieve asset management targets identified in the Resourcing Strategy. <i>Signoff Authority: Manager Technical Services</i>	 50%	Targets are currently being met.




Focus area: L3: Communication

Long-Term Objective: L3.1: An informed and engaged community with enhanced collaboration, participation and decision-making.


Term Achievement

Code	Description	Progress
L3.1.1	Residents and ratepayers are more informed, involved and valued through expanded and innovative communications. <i>Signoff Authority: Director Community</i>	
Comments		
<p>Progressed as scheduled.</p> <p>Best practice communication methods are employed to further communicate with residents and stakeholders. Continuing growth in all digital channels was achieved.</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.1.1	Use a wide range of channels to promote Council services to agreed corporate standards. Signoff Authority: <i>Manager Corporate Communications</i>	 50%	During this period the communications team produced videos, animations and other digital assets to promote the Ku-ring-gai Fitness & Aquatic Centre; St Ives Showground; the Wildflower Garden and the Arts Centre. Other projects include Net Zero, wayfinding signage at various Council facilities, children's services, and vacation care. Facebook streaming of selected live events has recommenced with improved technology. A key goal of producing a fortnightly e-news has been met.
L3.1.1.2	Apply innovative ways to promoting services, programs, policies and achievements across all media and monitor outcomes. Signoff Authority: <i>Manager Corporate Communications</i>	 50%	All major communications projects are assessed to ascertain their suitability for digital tools such as videos/animations. To date the design team has produced 44 videos and animations to support promotion of various projects, facilities, and services. The digital billboard at Pacific Highway, Gordon is refreshed each month to promote Council activities. The media monitoring keyword search list was refined during this period for more accurate reporting. The social media and media policies were reviewed during this period.
L3.1.1.3	Monitor Council's website and report on usage. Signoff Authority: <i>Manager Corporate Communications</i>	 50%	Ku-ring-gai Council's website reported a total of 1,187,290 unique page views in the six months ending 31 December 2022 (increase of 10.8% compared to previous corresponding reporting period). Key improvements during this time include: * restructure of the Ku-ring-gai Art Centre section to make it easier to navigate and find classes. * restructure of the environment section to a simpler and more streamlined navigation. Relevant staff across Council also completed a writing for the web course which empowered them to improve our web content, ensure it is written in plain English, layout is web friendly as well as gaining insights on how to better connect with our audience.

Term Achievement

Code	Description	Progress
L3.1.2	Contribute to enhancing and protecting Council's reputation and public image. Signoff Authority: <i>Director Community</i>	
Comments		
Progressed as scheduled. Council's reputation is constantly monitored via all media channels. Proactive information about Council is provided daily.		


Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.2.1	Proactively manage the Council's reputation through the media and other channels. Signoff Authority: <i>Manager Corporate Communications</i>	 50%	The communications team KPI of producing 2-3 media releases a week was mainly met apart from the holiday period between Christmas and New Year. Monitoring of Council mentions in the media continued daily, with senior management and Councillors alerted to any critical or emerging issues on weekends and after business hours. Design standards were applied to major signage projects for the Wildflower Garden, St Ives Showground, and other Council facilities such as the Town Hall.


Focus area: L4: Good governance and management



Long-Term Objective: L4.1: The organisation provides ethical and transparent decision-making, efficient management, and quality customer service.



Term Achievement

Code	Description	Progress
L4.1.1	Integrated risk management, compliance and internal control systems are in place to identify, assess, monitor and manage risks throughout the organisation. Signoff Authority: <i>Director Corporate</i>	
Comments		
<p>Progressed as scheduled.</p> <p>Integrated risk management, compliance and internal control systems are in place to identify, assess, monitor and manage risks throughout the organisation.</p> <p>* Three out of five critical elements of the Enterprise Risk Management framework have been finalised and approved to date. Council has now commenced a final review of the ERM Strategy and Risk Appetite Statement. Once these have been approved the ERM Framework will be implemented across the organisation.</p> <p>* A panel of seven internal audit service providers have been selected and endorsed by Council in November 2022. They will be completing internal audits under the management of the Head of Internal Audit in lieu of internal resources.</p> <p>* The number of claims lodged against Council has increased in Q3, compared to Q3 2021. This may be due to continual and unpredictable heavy rainfall during El Nina. Based on the current time series analysis, the claims volume for the next quarter is likely to decrease.</p> <p>* Council has continued to focus on providing support to management and staff during COVID-19 under its WHS program.</p> <p>* In the past quarter, 10 Audit Risk and Improvement Committees (ARIC) have been attended and the suite of reports has included progress reporting, as well as providing feedback on the compliance with recently issued OLG Guidelines and AONSW Performance Reports. There are twelve audits that have either been completed or commenced within the last quarter.</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
L4.1.1.1	Manage and coordinate a compliant and effective Enterprise Risk Management system. Signoff Authority: <i>Manager People & Culture</i>	 50%	Three out of five critical elements of the Risk Management framework have been finalised and approved to date: * Enterprise Risk Management (ERM) Policy: This was approved by the General Manager and Directors and adopted at the Ordinary Meeting of Council on 15 June 2021. * Risk Methodology + Matrix and Organisational Risk Register: Following a period of extensive consultation and review the risk methodology + matrix, which was presented to the Audit, Risk & Improvement Committee during their meeting on 16 June 2022, and the organisational risk register was approved by the General Manager and Directors at a risk workshop held on 7 October 2022.






			Next Council will commence a final review of the ERM Strategy and Risk Appetite Statement. Once these have been approved the ERM Framework will be implemented across the organisation.
Key Achievements			
During the reporting period Council has updated its risk indicators based on revised risk methodology.			
L4.1.1.2	<p>Manage, coordinate, support and facilitate the effective operation of Council's Internal Audit function.</p> <p>Signoff Authority: <i>Manager People & Culture</i></p>	 45%	<p>A panel of seven internal audit service providers have been selected and endorsed by Council in November 2022. They will be completing internal audits under the management of the Head of internal Audit in lieu of internal resources.</p> <p>An ARIC meeting was held in December 2022 where the status of past internal audit recommendations, including those raised in the cyber security review completed in 2021 was presented - there are currently ten recommendations that are outstanding, six of these have been extended past their due date due to resourcing restrictions. However, none are extensively protracted. Recommendations arising from the recent issue of OLG guidelines such as the risk management and internal audit guidelines were considered by the Committee.</p> <p>Planning for two audits of plant and fleet management and the IP&R Framework has been completed and fieldwork will commence in January 2023.</p> <p>Reason</p> <p>Resourcing limitations in the first quarter of this period whilst the tender was being finalised had a flow on effect into the second quarter.</p> <p>Remedial Action</p> <p>With the panel of providers now formalised, the internal audit plan for Ku-ring-gai Council is expected to progress and the plan is expected to be delivered by June 2023.</p>
L4.1.1.3	<p>Coordinate, support and facilitate the effective management of Council's Insurance portfolio.</p> <p>Signoff Authority: <i>Manager People & Culture</i></p>	 50%	<p>Public Liability:</p> <ul style="list-style-type: none"> * No claims were settled in Q3, 2022. * The number of claims lodged against Council has increased in Q3, compared to Q3 2021. This can be due to continual and unpredictable heavy rainfall during El Nina. However, a decrease of claims lodgement was observed, compared to the previous quarter. * Based on the current time series analysis, the claims volume for the next quarter is likely to decrease. * Major contributor for loss of productivity continues to be psychological injury claims as indicated by the average wage loss by body parts, despite its low claim frequency compared to other body parts. * Council's return to work performance was impacted by two injuries sustained (head injury and injury to multiple locations). * Operations department demonstrated strong improvement in their return-to-work performance and continued to sustain the performance, despite the highest number of claims since January 2020. * Lower limb claims incurred in FY2020/21 has been finalised where employees have returned and sustained substantive duties in substantive positions for more than 12 months.




L4.1.1.4	<p>Manage and coordinate a compliant and effective Workplace, Health and Safety (WHS) Management System.</p> <p>Signoff Authority: <i>Manager People & Culture</i></p>	<p> 50%</p>	<p>Council has continued to focus on providing support to management and staff during COVID-19 under its WHS program, in particular:</p> <ul style="list-style-type: none"> * The ongoing maintenance and reporting of tailored WHS reporting indicators and dashboards. * Ongoing monitoring of the health and wellbeing of our workforce under its wellness program (e.g. skin cancer screening). * Employee Assistant Program (EAP) through our provider Access EAP to support staff and family members through tough situations and challenges. * Emergency Management Training to enable staff's understanding of the evacuation process in the event of an emergency.
L4.1.1.5	<p>Coordinate the efficient and effective delivery of the North Shore Council's Internal Audit Service.</p> <p>Signoff Authority: <i>Manager People & Culture</i></p>	<p> 45%</p>	<p>A panel of seven internal audit service providers were appointed in November 2022. They will assist with completing audits under the management of the Head of Internal Audit.</p> <p>Quarterly ARICS have been attended and the suite of reports has included progress reporting, as well as providing feedback on the compliance with recently issued Office of Local Government (OLG) Guidelines and Audit Office of New South Wales (AONSW) Performance Reports.</p> <p>There are twelve audits that have either been completed or commenced.</p> <p>Reason</p> <p>Resourcing limitations in the first quarter of this period whilst the tender was being finalised had a flow on effect into the second quarter.</p> <p>Remedial Action</p> <p>The formal appointment of providers will now mean that internal audits can be completed as per the plans.</p>


Term Achievement

Code	Description	Progress
L4.1.2	<p>Council's Governance framework is developed to ensure probity and transparency.</p> <p>Signoff Authority: <i>Director Corporate</i></p>	<p></p>
Comments		
<p>Progressed as scheduled.</p> <p>Council has effective governance arrangements in place to ensure probity and transparency in line with legislative requirements and guidelines. This includes Ordinary Meetings of Council (OMC), public forums and committee meetings; ensuring that all Councillors have the capabilities and information they need to make informed decisions and discharge their responsibilities; high quality corporate planning, reporting and community engagement, providing public access to information through open release, informal and formal (GIPA) processes, and independent oversight by the Audit, Risk and Improvement Committee (ARIC).</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
L4.1.2.1	<p>Ensure that Council and Committee Meetings are managed effectively and in accordance with relevant legislation, codes and guidelines.</p> <p>Signoff Authority: <i>Manager Governance & Corporate Strategy</i></p>	 50%	<p>Between 1 July and end-December, there have been six meetings of Council six public forums. All business papers and minutes were published within reasonable timeframes and webcast to the public.</p> <p>There have been two (full) meetings of the Audit, Risk and Improvement Committee (ARIC), one meeting of the Flood Risk Management Committee, four meetings of the Heritage Reference Committee and one meeting of the Sustainable Recreation Advisory Committee over this period. Council resolved to create a Multicultural Advisory Committee and Active Transport Reference Committee and staff are working to establish these in line with guidelines and good practice.</p>
L4.1.2.2	<p>Facilitate and evaluate an induction, training and professional development program for councillors.</p> <p>Signoff Authority: <i>Manager Governance & Corporate Strategy</i></p>	 50%	<p>Councillors are encouraged and supported to undertake training provided by the OLG and Local Government NSW. All Councillors receive an allowance to cover professional development and training and attendance at conferences and seminars. A monthly reminder of upcoming courses, conferences and professional development opportunities is circulated to Councillors. Eight briefing sessions and one professional development session (on chairing effective meetings) were delivered to Councillors between 1 July and end-December.</p>
L4.1.2.3	<p>Ensure appropriate management of Council information to effectively support public access and protect privacy rights in line with legislation, codes and guidelines.</p> <p>Signoff Authority: <i>Manager Governance & Corporate Strategy</i></p>	 50%	<p>Between 1 July and 31 December 2022, Council received and processed 16 formal applications and 710 informal applications under the GIPA Act. In addition, Council identified an item which it was considered was in the public interest and as such added its to Council's GIPA disclosure log. Council also completed one review under the Privacy and Personal Information Protection Act.</p>
L4.1.2.4	<p>Ensure Council fulfils its obligations under the Local Government Act, and relevant NSW and Commonwealth legislation, guidelines and circulars.</p> <p>Signoff Authority: <i>Manager Governance & Corporate Strategy</i></p>	 50%	<p>Quarterly reports are presented to the Audit, Risk and Improvement Committee (ARIC) to monitor compliance and assist the organisation to respond to legislative changes and relevant guidelines and circulars. These reports include:</p> <ul style="list-style-type: none"> * actions taken against compliance and reporting requirements listed in the calendar of reporting and compliance obligations provided by the Office of Local Government (Council has met all OLG compliance and reporting requirements this period). * actions taken by responsible managers regarding relevant circulars, legislation and other matters arising that impact the local government sector (actions have been completed or underway to address all relevant legislative and policy changes during this reporting period).
L4.1.2.5	<p>Maintain a policy review program to ensure the currency of all policy documents and public registers.</p> <p>Signoff Authority: <i>Manager Governance & Corporate Strategy</i></p>	 50%	<p>An organisation-wide review of Council policies is ongoing to ensure policies are up-to-date and consistent with current legislative and regulatory requirements. Seven policies were updated, approved and published between 1 July and 31 December.</p>



L4.1.2.6	<p>Provide effective records management across the organisation compliant with relevant legislation.</p> <p>Signoff Authority: <i>Manager Governance & Corporate Strategy</i></p>	 50%	<p>Council stores and manages its digital records in its electronic document and records management system (Content Manager). This system captures, maintains and provides access to business records, including security access levels for authorised users.</p> <p>Classification and labelling systems are being reviewed in line with privacy legislation and better practice information management. E-mails are being carefully monitored for spam. Internal mail services processed 94,406 items of outgoing mail. The records management team registered 5,844 old Building Applications / Approvals into Content Manager - to support compliance with records management requirements and improve the accessibility of information for staff and members of the public.</p>
L4.1.2.7	<p>Ensure the safe custody and preservation of Council's legacy records.</p> <p>Signoff Authority: <i>Manager Governance & Corporate Strategy</i></p>	 50%	<p>Council continued to ensure the safe custody and proper preservation of physical and electronic records in line with State Records and business requirements.</p> <p>Records management staff transferred to the following records to the Government Records Repository (GRR):</p> <p>All remaining 23 archive boxes of 2014 Development Application (DA) files held at Council, 45 archive boxes of 2015 Complying Development - Private Certifiers (PCDC) files, 40 archives boxes of 2016 PCDC files, 5 archive boxes of Art Centre records and 1 archive box of Wildflower Garden records.</p> <p>Scanned records amounting to 23 boxes were destroyed as part of ongoing disposal of scanned records as authorised by State Records disposal authority GA45. 191 archive boxes of time expired Council records held at the GRR and files scanned by GRR under the Scan on Demand program have been authorised for destruction. Property files stored in Central Records are continuing to be scanned on a targeted (Council properties, commercial premises) and requested basis, with those files also progressively destroyed under GA45. The total number of property files scanned is 16,156. The total shelf space cleared is 201.11 metres. These actions reduce ongoing physical storage costs and improve staff and public access to files electrically via Content Manager (CM).</p> <p>Ongoing Archiving Work:</p> <ul style="list-style-type: none"> No. of Day Boxes Created - 9 No. of Archives Boxes Created - 106 No. of Boxes sent to Offsite Storage - 114 No. of Requests for Electronic Files - 1,268 No. of Requests for Files/ Boxes from offsite - 9 boxes No. of Requests for Files Stored Onsite - 206 No. of Boxes Destroyed - 214 No. of Property Files scanned - 484
L4.1.2.8	<p>Improve integration of Integrated Planning and Reporting with financial, workforce and risk management processes, and ensure governance arrangements support effective decision-making.</p> <p>Signoff Authority: <i>Manager Governance & Corporate Strategy</i></p>	 50%	<p>Work commenced on identifying opportunities for improved integration between Integrated Planning and Reporting and other key organisational responsibilities and functions. An external consultancy commissioned to undertake a review of the Resourcing Strategy, has identified opportunities to improve integration and decision-making.</p> <p>An internal audit of current Integrated Planning and Reporting plans and procedures commenced. The audit will include identifying opportunities for improved integration of plans and processes with financial, workforce and risk management processes and decision-making.</p>


L4.1.2.9	Coordinate, support and facilitate effective probity around procurement and provide support for the Contract Management Framework. Signoff Authority: <i>Manager Procurement & Contracts</i>	 50%	During the reporting period the Procurement Team: * continued review of all tenders released to ensure compliance with Evaluation Plan for sourcing recommendations to Council. * continued probity throughout the tendering and procurement process to ensure compliance with the regulatory authority, ensuring competitive tendering, transparency, integrity and fairness. * revised and updated tender and quoting spend thresholds. Training for new staff members in Integrated Planning and Reporting procedures was also undertaken.
Key Achievements			
Review and reporting to the General Manager and Directors group for approval of changes to spend thresholds and procurement guidelines which was adopted in December 2022.			

Term Achievement


Code	Description	Progress
L4.1.3	Sustainability is integrated into Council's business framework. Signoff Authority: <i>Director Strategy & Environment</i>	
Comments		
Progressed as scheduled. The Corporate Sustainability Action Team working group continues to action objectives and make progress on the goals of the Corporate Sustainability Action Plan (CSAP). Data monitoring continues to help ensure sustainable use of resources and to identify any potential areas of improvement with sustainability and environmental management principles continuing to be implemented into council's policies, strategies and plans.		

Operational Plan Tasks



Code	Description	Progress	Comments
L4.1.3.1	Implement the Corporate Sustainability Action Plan and corporate sustainability program. Signoff Authority: <i>Acting Manager Environment & Sustainability</i>	 50%	Following the lifting of restrictions of events due to COVID-19, the team has continued to make progress on the goals of the Corporate Sustainability Action Plan (CSAP). Council have continued to work with the Corporate Sustainability Action Team working group to action objectives. Staff are also finalising amendments to the Single-Use Plastic Policy and Sustainable Event Management Policy as we now use 100% compostable ware at all internal/external events which can be disposed of in the organic waste bins in all offices.
Key Achievements			
Staff have initiated a sustainability welcome pack to go to every new staff member with a branded Keep Cup and promotional postcard outlining the opportunities to be sustainable in the workplace. Staff will also be presenting corporate sustainability initiatives at a monthly new staff induction session.			
L4.1.3.2	Utilise the sustainability data management and reporting system to inform investment, emission mitigation and management priorities. Signoff Authority: <i>Acting Manager Environment & Sustainability</i>	 50%	In the reporting period the sustainability data management system was used to undertake monthly KPI reviews of energy and water consumption at the Ku-ring-gai Fitness and Aquatic Centre. Work was also initiated to understand how Council can use it's EV charger management system, to track the cost and consumption of charging by operational EVs.





L4.1.3.3	Review and implement policies, strategies and plans to advance sustainability and environmental management. Signoff Authority: <i>Director Strategy & Environment</i>	 50%	Sustainability and environmental management principles continued to be implemented into Council's policies, strategies and plans including the Net Zero Communities Strategy and Plans of Management. Several additional policies are currently under review including the Contaminated Lands Policy and the Single Use Plastics Policy.
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Term Achievement

Code	Description	Progress
L4.1.4	The organisation is appropriately skilled and resourced. Signoff Authority: <i>Director Corporate</i>	
Comments		
<p>Progressed as scheduled.</p> <p>During the reporting period, the below was undertaken:</p> <ul style="list-style-type: none"> * the corporate new employee induction and SafeStart programs have been brought up to date (following delays due to COVID-19) with training delivered this period. Planning for the delivery of the next components of the leadership development program are progressing. * under a new Payroll Coordinator, the team focused on reviewing and improving existing processes and procedures to achieve higher operational efficiency and increasing communication with staff to improve customer service. * the quality and overall effectiveness of recruitment and employee relations services continues to be delivered to a high standard. * ongoing progress continued to be made on initiatives that drive optimal engagement and support the Workforce Management Strategy. * ongoing continuous improvement of People & Culture services, business processes and systems. * continued to maintain, update and support staff with Council's core business systems. * successfully completion of the migration of TechnologyOne core business systems to the SaaS platform * updated Geographical Information System (GIS) and TechnologyOne Property & Rating (PnR) databases. * ongoing maintenance, updates and support with Council's Information Technology infrastructure and systems. 		


Operational Plan Tasks

Code	Description	Progress	Comments
L4.1.4.1	Effectively deliver learning and development strategy and programs in line with identified priorities and the objectives of Council's adopted Workforce Management Strategy. Signoff Authority: <i>Manager People & Culture</i>	 50%	<p>The corporate new employee induction program continued to be delivered on time with sessions delivered for new employees in October 2022.</p> <p>A SafeStart refresher for the human error reduction program was delivered to all Operations staff in October 2022.</p> <p>Planning for the delivery of the next components of the leadership development program including sessions for newly eligible staff who have yet to complete previous components of the program is completed and ready for delivery in the first half of 2023.</p> <p>The 2023 WHS Compliance training calendar has been completed with external facilitators and venues booked and staff with expiring qualifications advised of their 2023 training enrolments.</p>
L4.1.4.2	Deliver an effective and efficient payroll service. Signoff Authority: <i>Manager People & Culture</i>	 50%	<p>Following a period of turnover and change within the payroll service unit a new Payroll Coordinator was appointed in November 2022.</p> <p>Since this time the team has been focused on reviewing/improving existing processes/procedures to achieve higher operational efficiency and increasing</p>




			communication with staff to improve customer service.
Key Achievements			
Implementation of revised cross-checking methods to reduce errors. Implementation of revised payroll reconciliation processes to balance to the General Ledger.			
L4.1.4.3	Effectively deliver services across all workforce management areas including recruitment, employee relations and industrial relations. Signoff Authority: <i>Manager People & Culture</i>	 50%	The quality and overall effectiveness of recruitment and employee relations services continued to be delivered to a high standard. To this end, during December 2022 the team was able to reduce the number of active vacancies from 35 to 5 positions. Work to enhance Council's onboarding and cessation processes has significantly progressed with the roll out and implementation of new process and systems due to take place in February 2023. There are no pending Industrial Relations matters, with all Employee Relations (ER) matters effectively being resolved at the local level by People & Culture in close partnership with the respective Business Unit Managers. The team's approach to managing ER matters and its ability to resolve matters has only strengthened over time as the Managers become more familiar and confident in the process, and improved trust in the People & Culture partners.
Key Achievements			
Reduction of active vacancies from 35 to 5 positions in December 2022. Completion of revised onboarding and cessation process with anticipated roll out in February 2023.			
L4.1.4.4	Design and deliver workforce policies and strategies to support the organisation's culture and in line with the objectives of Council's adopted Workforce Management Strategy. Signoff Authority: <i>Manager People & Culture</i>	 50%	People & Culture continued to make progress on several initiatives that drives optimal engagement and supports the Workforces Management Strategy. During the reporting period the team successfully: * rolled out the Employee Opinion Survey with an outstanding participation rate of more than 90% across the organisation (excl. casuals) * prepared a preliminary outline of the Gender Equality Strategy * completed a data cleanse exercise to ensure continued accuracy and maintenance of our Human Resources Information Systems * coordinated the inaugural Employee Excellence and Employee of the Year Awards as part of our commitment to the Rewards and Recognition program.
Key Achievements			
- Roll out of the 2022 Employee Opinion Survey with 90%+ participation rate (excl. casuals). A fantastic result by the team in driving and encouraging participation and exceeding the participation target of 90%. Communication of results and an Action Planning Day is due to be completed by the end of the financial year. - Successful roll out of the inaugural Reward and Recognition Excellence Awards, where the winner for the Behavioural Excellence, Innovation Excellence, Customer Service Excellence, and Performance Excellence were identified. Staff were also invited to participate in the voting of the first Employee of the Year Award. A fantastic initiative to recognise Council's high achievers and encourage continued Excellence from all staff.			
L4.1.4.5	Review the Workforce Management Strategy as part of Council's adopted Resourcing Strategy. Signoff Authority: <i>Director Corporate</i>	 50%	The Workforce Management Strategy is reviewed in accordance with required time frames.
L4.1.4.6	Continuously improve People & Culture services, business processes and systems. Signoff Authority:	 50%	Work has continued on the improvement of People & Culture services, business processes and systems.

	<i>Director Corporate</i>		
L4.1.4.7	<p>Maintain, update and support Council's core business systems, coordinate reviews and facilitate enhancements to address identified requirements.</p> <p>Signoff Authority: <i>Manager Information Management</i></p>	 50%	<p>Throughout the reporting period Business Systems have continued to maintain, update and support Council's core business systems in both a proactive and reactive manner; with over 1,000 IM Helpdesk Requests/Tasks received - resulting in 901 actions/improvements being completed.</p> <p>System enhancements continued to be made by the development of reports, system automation and general system improvements across several core systems.</p>
Key Achievements			
Inactive Users Audit of TechnologyOne applications was conducted in October 2022.			
L4.1.4.8	<p>Coordinate and facilitate the implementation of the ICT and Digital Strategy action plan and initiatives and ensure appropriate funding is identified.</p> <p>Signoff Authority: <i>Director Corporate</i></p>	 50%	<p>The focus this period continued to be the TechnologyOne SaaS (Software as a Service) migration project. The initial go-live in October had to be postponed due to a few outstanding integration issues. However, we went live on the back update of 7 November 2022. There have been a few minor issues since go-live which we are continuing to work on, however overall, everything went well.</p>
Key Achievements			
TechnologyOne core business systems have been migrated to the SaaS platform.			
L4.1.4.9	<p>Develop, maintain and deliver quality property and geographic information services including advice and training.</p> <p>Signoff Authority: <i>Manager Information Management</i></p>	 50%	<p>All Geographical Information System (GIS) and TechnologyOne Property & Rating (PnR) databases were updated this reporting period resulting in 5 new registered plans at NSW Land Registry Services and the creation of 7 new properties and 58 new residential units.</p> <p>A total of 2227 Planning Certificates were issued this period resulting in an income of \$196,266 for this part of the financial year.</p>
Key Achievements			
All database links and scripts for Councils GIS (VertiGIS) and Councils WebMapping were updated to SaaS Property and Rating. Planning Certificates were updated to reflect new legislation by NSW Department of Planning and Environment.			
L4.1.4.10	<p>Maintain, update and support Council's Information Technology infrastructure and systems.</p> <p>Signoff Authority: <i>Manager Information Management</i></p>	 50%	<p>Routine checks during the period included monthly physical inspections of all remote sites, Windows Security Patches were installed on servers and PC's. Projects completed or progressed to schedule this period include, rolling out over 150 New PCs to staff, completions of TechnologyOne migration to cloud, replacement of old Domain Controller hardware with new hardware and replacement of four old network switches.</p>
Key Achievements			
<p>The rolling out over 150 new PCs this reporting period was a large body of work with resources utilised from Business Systems to enable the successful completion of the project.</p> <p>TechnologyOne SaaS cloud migration completed successfully.</p>			

Term Achievement

Code	Description	Progress
L4.1.5	Leading practice customer service is delivered to the community. <i>Signoff Authority: Director Community</i>	
Comments		
<p>Progressed as scheduled.</p> <p>Customer Service continues to meet above average benchmarking standards according to an independent review of like Councils.</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
L4.1.5.1	Report bi-annually on customer service standards. <i>Signoff Authority: Manager Corporate Communications</i>	 50%	Staff are currently recruiting to strengthen the team as current staff have been impacted by high volumes of incoming service requirements. Reporting is carried out through the General Manager's performance review.
L4.1.5.2	Continue to benchmark and improve customer service across the organisation. <i>Signoff Authority: Manager Corporate Communications</i>	 50%	Benchmarking is commencing mid-year. Recruitment will be undertaken late January/early February to fill Customer Service positions due to staff movements. Training has been re-scheduled with staff looking at completing training for current and new staff leading into the benchmarking period.
L4.1.5.3	Report annually to the Audit, Risk and Improvement Committee (ARIC) on complaints as defined by Council's adopted Complaints Policy. <i>Signoff Authority: Manager Corporate Communications</i>	 50%	Reporting is carried when required to the General Manager and Directors group. Communication with key stakeholders where applicable is undertaken.


Focus area: L5: Continuous improvement

Long-Term Objective: L5.1: Council services and programs are provided on the basis of equity, community priorities, and best value for money within available resources.


Term Achievement

Code	Description	Progress
L5.1.1	Promote best practice and continuous improvement across Council's operations. <i>Signoff Authority: Director Corporate</i>	
Comments		
<p>Progressed as scheduled.</p> <p>Council has a responsibility under the Local Government Act to carry out its functions, including the delivery of services and projects, to provide the best possible value for residents and ratepayers. Through various organisational initiatives work continued to improve service and project delivery including opportunities to deliver them in a more cost effective, efficient and sustainable way.</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
L5.1.1.1	<p>Implement a continuous improvement program to review and improve the efficiency and effectiveness of service delivery.</p> <p>Signoff Authority: <i>Manager Governance & Corporate Strategy</i></p>	 50%	<p>Work continued to identify and implement improvements to service and project delivery. This included progressing planned internal audits of services and implementing recommendations, encouraging staff to initiate improvements in their work practices and service delivery, assessing priorities and expected levels of service expressed by the community during community engagement activities, planning Council's next research into the community's satisfaction and priorities for a broad selection of external services and facilities and commencing the development of a targeted service review program.</p>

Term Achievement

Code	Description	Progress
L5.1.2	<p>Council services are progressively reviewed to determine service level expectations and agreed service levels within available resources.</p> <p>Signoff Authority: <i>Director Corporate</i></p>	
<p>Comments</p> <p>Progressed as scheduled.</p> <p>Development of a service review program has commenced and will include a framework to identify priority service review areas as part of the Delivery Program and Operational Plans. The reviews will assist in determining agreed service levels within available resources and identifying improvements to service delivery.</p>		

Operational Plan Tasks

Code	Description	Progress	Comments
L5.1.2.1	<p>Develop a targeted service review program including engagement with the community on expected levels of service and measures of performance.</p> <p>Signoff Authority: <i>Manager Governance & Corporate Strategy</i></p>	 50%	<p>Work commenced on developing a service review program framework to assist continuous improvement across Council's operations. The framework will identify specific service areas for review as part of the Delivery Program and annual Operational Plans. This will include how Council will engage with the community and other stakeholders to assess service level expectations, determining agreed service levels within available resources and developing appropriate performance review measures.</p>

Have your say

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

How to get involved

1. Visit Council's website www.krg.nsw.gov.au to:
 - Access the *Have My Say* community engagement portal to contribute your opinion on a range of issues, new initiatives, public exhibitions, policies and plans so Council can make the right decisions for the community.
 - Stay up to date with how Council is progressing the Community Strategic Plan: Ku-ring-gai 2032, Delivery Program 2022-2026 and Operational Plan 2022-2023 by reading performance reports at [www.krg.nsw.gov.au/performance reports](http://www.krg.nsw.gov.au/performance-reports)
 - Stay up to date with Council meetings and minutes at [www.krg.nsw.gov.au/council meetings](http://www.krg.nsw.gov.au/council-meetings)
 - Subscribe to newsletters, updates and announcements at [www.krg.nsw.gov.au/news and media](http://www.krg.nsw.gov.au/news-and-media)
Contact your local Councillor at [www.krg.nsw.gov.au/elected council](http://www.krg.nsw.gov.au/elected-council)
2. Attend a Council meeting or contribute via a Public Forum [www.krg.nsw.gov.au/meetings and forums](http://www.krg.nsw.gov.au/meetings-and-forums)
3. Stay connected through social media – Facebook, Twitter, Instagram, YouTube and LinkedIn.
4. Visit us at 818 Pacific Highway, Gordon
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