



Revised

DELIVERY PROGRAM 2013-2017 &
OPERATIONAL PLAN 2015-2016

JUNE 2016



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Theme: Community, People and Culture

Performance Indicators

Code	Description	Baseline	Yearly Target	Units	Achieved Amount	Yearly Rating Image
C1.1.1.A	Utilisation levels for children's services.	Annual target of 90% utilisation of children's services. (Data source: Council)	90	%	93	
C1.1.1.B	Participation in youth service programs.	Annual target of 5,000 participants in youth programs. (Data source: Council)	5,000	Participants	5,355	
C1.1.1.C	Participation in aged and disability service programs.	Annual target of 2,100 participants in aged and disability programs. (Data source: Council)	2,100	Participants	3,278	
C1.1.1.D	Support for community organisations.	In 2011/12 there were 90 community organisations supported. (Data source: Council)	90	Organisations	102	
C1.1.3.A	Utilisation of art-centred courses.	Annual target of 90% take-up of courses. (Data source: Council)	90	%	90	
C1.1.3.B	Visits to libraries.	Annual target of 600,000 visits or more per year to libraries. (Data source: Council)	600,000	Visits	492,475	
<p>Comment: While the total number of visits to libraries is diminishing due in part to increasing online usage of library resources, the refurbished Gordon library continues to exceed visit expectations due to the availability of space and a fitout that can accommodate the variety of uses that the community now seeks in a library. This includes areas for people to sit and read, study, work, meet with others and participate in library programs. Despite having sufficient staff and library collections Council's other three branch libraries at Lindfield, Turramurra and St Ives currently have limited opportunities to provide these expanding uses. Accordingly numbers of visits to these libraries have reduced. These libraries are being reorganised to encourage visits from our local community and the recent upgrade to the wi-fi access should also help to improve our visit figures in the coming months. Council's current master-planning for the Lindfield Community Hub, which will include a new library, will address the limitations of the present Lindfield site.</p>						
C1.1.3.C	Visits to library website.	Annual target of 50,000 visits or more per year to the library website. (Data source: Council)	50,000	Visits	67,451	
C1.1.2.A	Level of user satisfaction with community services and programs. These programs are inclusive of families, people with disabilities, older people, children, young people, people with culturally and linguistically diverse backgrounds.	In 2011/12 there was an average 85% user satisfaction with all programs. (Data source: Council)	85	%	93	
C2.1.1.A	Community participation at major supported community events.	Annual target of 30,000 participants at major local events supported by Council. (Data source: Council)	30,000	Participants	35,000	

C2.1.1.B	Loans per resident per year.	Annual target of 7.8 loans per resident per year. (Data source: Council)	7.8	Loans	7.4	
<p>Comment: The reduction in loans per resident per year is likely due in part to an increase in Ku-ring-gai's population exceeding the growth in library loans. This statistic is expected to fluctuate, depending on the demographic profile of new residents, their knowledge of Council services and facilities and inclination to access library loan services. Loans for fiction, DVDs and children's resources remain steady and Local Studies is gaining interest for our residents. Print runs in non-fiction material and the variety of topics is decreasing and this is affecting our ability to provide a broad base of interest to our residents.</p>						
C2.1.1.C	Library loans per year.	Annual target of more than 900,000 library loans per year. (Data source: Council)	900,000	Loans	907,735	
C4.1.1.A	Participation in leisure and cultural activities supported by Council.	During 2012/2013 over 100,000 people participated in selected leisure and cultural activities supported by Council. (Data source: Council)	100,000	Participants	100,000+	
C4.1.1.B	Participation in active recreation programs supported by Council.	In 2012/2013 there were 800 registrations for active recreation programs. (Data source: Council)	800	Registrations	1,717	
C4.1.2.A	Land acquired through S94 Contributions for new recreational open space.	Annual target of land acquisition for new recreational open space. (Data source: Council)	2,000	m ²	695	
<p>Comment: The annual target of 2,000m² of land to be acquired for recreational open space purposes was not achieved during 2015/2016 due to Council having now acquired the majority of land reserved under the Ku-ring-gai Local Environmental Plan (Local Centres) 2012 for this purpose, with only two remaining parcels to be acquired. These properties total in area 1,973m². At present the owners have advised they are not seeking to sell.</p>						
C5.1.1.A	Swimming pool safety inspection program.	Completion of swimming pool barrier inspection program within set timeframes and budget. (Data source: Council)	100	%	100	
C5.1.1.B	Companion animal management compliance.	Annual target of 90% registration of companion animals within Ku-ring-gai. (Data source: Council)	90	%	97.5	
C7.1.1.A	Fire trails improvements and hazard reduction.	Annual target of 80% completion for both fire trail improvement program and hazard reduction program. (Data source: Council)	80	%	100 (fire trails and walking tracks) 43 (hazard reduction burn program)	
<p>Comment: While 100% of fire trails and walking tracks received scheduled maintenance, the hazard reduction burn program was impeded due to unfavourable weather conditions that were not conducive to completing hazard reduction burns.</p>						

Theme: Community, People and Culture

Issue: Community Wellbeing.

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
C1.1.1	<p>Council's policies, programs and advocacy address the social and health needs of all age groups, reduce disadvantage and address gaps in service provision.</p> <p>Responsible Officer: Director Community</p>		<p>NSW Ageing Disability & Homecare, Northern Sydney Region of Councils, NSW Department of Community Services, Department of Family and Community Services, Department of Health, NSW Department of Health, NSW Department of Education and Communities, NSW Office of Communities - Youth, NSW Police, Local Community Groups</p>	<p>Deliver, Advocate, Lead</p>
Comments				
<p>Council's policies and programs continue to address social isolation and work towards ensuring an inclusive community. Progressing in accordance with Delivery Program – Year 3.</p>				

Critical Action

Code	Description	Progress	Comments
C1.1.1.1	<p>Effective responses are made to changing needs of the community.</p> <p>Responsible Officer: Director Community</p>	 100%	<p>Council's dissemination of important demographic and economic employment data and analysis to the organisation, the community and government organisations continues to inform current and future strategic planning for Ku-ring-gai and the northern Sydney region.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
C1.1.1.1.1	<p>Provide contemporary demographic profile data and analysis to the community and organisation to assist in developing effective responses to the changing needs of the community.</p> <p>Responsible Officer: Director Community</p>	 100%	<p>The Ku-ring-gai Demographic Profile and Community Atlas has been continuously updated during the reporting period. Demographic and economic data is readily accessible to the Council and external organisations via our website. The Atlas continues to assist in conducting research for community services and business feasibility studies, population forecasting and analysis of demographic trends.</p>

Critical Action

Code	Description	Progress	Comments
C1.1.1.2	Review, evaluate and implement strategies, plans, policies, programs and services. <i>Responsible Officer: Director Community</i>	<input checked="" type="checkbox"/> 100%	A comprehensive range of community and cultural services continued to be delivered during the reporting period to meet the needs of the community.

Operational Plan Tasks

Code	Description	Progress	Comments
C1.1.1.2.1	Implement priority recommendations and programs from Council's Ageing Strategy. <i>Responsible Officer: Manager Community Development</i>	<input checked="" type="checkbox"/> 100%	<p>During the reporting period and 2015/2016 year the Aged Services team offered 113 seniors programs with 3068 seniors participating. Council's Aged Services team support grassroots seniors networks and community groups as well as local Community Home Support Program organisations' Boards of Management. Council have participated in strategic planning days and provide assistance across a range of issues.</p> <p>Council is working together with Ku-ring-gai Community Transport to provide the Ku-ring-gai Shuttle Service. This well used service offers a home pick up for seniors once a week to transport them around the Ku-ring-gai LGA. Over the last 12 months there have been 496 individual pick-ups for shopping and social outings covering a total of 3225 kilometres. Our shuttle is a valuable program that encourages community engagement and the feedback is extremely positive.</p>
C1.1.1.2.2	Implement priority recommendations and programs from Council's Youth Strategy. <i>Responsible Officer: Manager Community Development</i>	<input checked="" type="checkbox"/> 100%	<p>Throughout the year a total of 5355 young people attended programs, events and activities organised by Council's Youth Services to address identified community needs. This included a range of recreational, vocational and support based programs including Ku-ring-gai's Got Talent, Ku-ring-gai Parent Forums, live music events, workshops and youth centre activities.</p> <p>In addition, Council was involved in a number of programs and activities including:</p> <ul style="list-style-type: none"> - Discobility at St Ives Youth Centre, a dance party for young people with special needs. - Shoreshocked Live Music Festival, delivered in partnership with other northern Sydney councils. - Night Skate and St Ives Youth and Community Precinct consultation: Annual opportunity for young people to skate at night whilst providing valuable input into the planning phase of the St Ives Youth and Community Precinct. - Workshop Series' including Recording & Production and HSC Survival Workshop



			<p>- Ku-ring-gai's Got Talent 2016: This year's event is a partnership between Ku-ring-gai Council, Rotary Club of Turramurra, Youth & Enterprise Legal Centre, and the Rotary Club of St Ives.</p> <p>- Activate Turramurra Youth Consultation: Worked in partnership with Council's communications section to ensure that young people were appropriately consulted in relation to the Activate Turramurra Project.</p> <p>- Ku-ring-gai Parent Forum: Guest speaker Lyndal Power, a Clinical Coordinator at Relationships Australia, discussed how to keep family relationships harmonious as children become teenagers.</p>
C1.1.1.2.3	<p>Implement priority recommendations from Childrens Services Needs Plan.</p> <p>Responsible Officer: <i>Manager Community Development</i></p>	 100%	<p>The Ku-ring-gai Council Children's Needs Study was completed identifying the demand, supply and future child care requirements in this area until 2031. The range of children's services considered includes long day care, family day care, before and after school care and vacation care. The Study also considered the current State and Commonwealth Government policy context which has a significant impact on the affordability and availability of child care particularly for working parents.</p>
C1.1.1.2.4	<p>Deliver quality children services to meet the needs of local families, including immunisation, vacation care, long day care and family day care.</p> <p>Responsible Officer: <i>Manager Community Development</i></p>	 100%	<p>All services are operating to capacity with Family Day Care increasing educator numbers. Very limited vacancies exist within The Thomas Carlyle Children's Centre and the Vacation Care programs are operating to full capacity with waiting lists. The Vacation Care program is currently licensing premises in West Lindfield in order to extend the service provision. Immunisation numbers are stable with additional nursing staff currently being recruited.</p>
C1.1.1.2.5	<p>Library programs are developed and delivered for all age groups, including accessing technology-enabled information and supporting literacy.</p> <p>Responsible Officer: <i>Manager Library & Cultural Services</i></p>	 100%	<p>The library service provided a diverse suite of programs for patrons from all ages and groups over the last 12 months. Highlights included:</p> <ul style="list-style-type: none"> - Over 9,000 people visiting the 4 branch libraries to participate and learn something new. - Staff presented 150 tiny tot programs with over 3300 babies and toddlers gaining important early literacy skills - Over 20 author events presented by local authors and known celebrities like Richard Glover and Ken Done - Over 20 special interest events like Australia's Biggest Morning Tea, digital workshops to help patrons make better use of our electronic resources and craft workshops. - Library Expo in May that highlighted the services and programs that could support other council staff to do their work and how families could benefit from the services.



<p>C1.1.1.2.6</p>	<p>Implement priority recommendations from State Library review within available resources.</p> <p>Responsible Officer: <i>Director Community</i></p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Recruitment to positions in line with recommendations has strengthened the library team and re-energised everyone. Ideas and co-operation are leading to improved service delivery and enhanced service to customers.</p> <p>Library internal layouts and presentations are reviewed and revised on an on-going basis to give a fresh and welcoming look and feel, as well as meet the varying usage needs of the community.</p> <p>Adequate wifi capacity delivered in June will enable considerable expansion in client training programs to increase independence and interest in using aspects of the library's collections and services beyond what is on the shelves, as recommended in the review.</p> <p>Good progress has been made on the expansion of programming with broadening of the subjects covered, program formats and client groups targeted, as recommended in the review.</p>
<p>C1.1.1.2.7</p>	<p>Proactively collaborate with other organisations to facilitate and host educational, cultural and information programs.</p> <p>Responsible Officer: <i>Manager Library & Cultural Services</i></p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Our libraries continued to deliver interesting and educational literacy and informational programs and events. This included health workshops, choices for older people on how to stay healthy and happy in their own homes, counselling services on gambling and finances, hearing checks and Tai Chi demonstrations. In response to an interest in more in-house clubs more book clubs have been introduced along with Cryptic Crossword and Scrabble.</p> <p>The library staff have been trained in the Council online booking system and are using this resource to manage event bookings. Attendances are good and the feedback for each of the sessions is very positive.</p>
<p>C1.1.1.2.8</p>	<p>Develop and deliver Art Centre programs including classes, workshops and exhibitions, and specialist programs.</p> <p>Responsible Officer: <i>Manager Library & Cultural Services</i></p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Patronage at Art Centre programs and classes continued to grow during the period. Highlights were the semester one and two workshops featuring Rachele Juter's Sterling Silver and Designer Jewellery and Mandy Wolpert's Drawing Workshop. Feedback from students was positive, and this led to term class bookings.</p> <p>The new exhibition schedule was very successful in this period, with three student exhibitions based on the themes Emotions, Travel, and Inside Out, drawing in new visitors to the facility. In between main exhibitions, new artist profiles proved to be general highlights. Of special note is Tania McMurtry's wire exhibit, which showcases her wire sculptures in the lead up to her new class in Semester 2, 2016.</p>
<p>C1.1.1.2.9</p>	<p>Implement recommendations of Art Centre review within available resources.</p> <p>Responsible Officer: <i>Manager Library & Cultural Services</i></p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>The new Art Centre Garden received very positive feedback from students, visitors and Council staff. As part of the next phase of improvements ceramics tutors will run workshops for young people as part of the holiday programs to create tiles for a mural. The project will enhance the space, bring new people to the facility and support and practice the community mindedness that the Centre represents.</p> <p>The Art Centre also worked with other departments on a number of projects in</p>



			<p>the period demonstrating further progress with the business plan implemented in the first half of the financial year. This included the Ken Done Author Encounter, a very successful event in June, run in collaboration with the library staff with 80 attendees. Another highlight was the Ethical Fashion Workshop run in June in collaboration with the Strategy and Environment team.</p> <p>The highly commended Library and Art Centre Expo in May was an event that promoted the services of Arts and Culture to other Council employees.</p>
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Critical Action

Code	Description	Progress	Comments
C1.1.1.3	<p>Develop partnerships with the community and key stakeholders to deliver community programs.</p> <p>Responsible Officer: Director Community</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>During the period comprehensive annual programs for youth and seniors were successfully delivered by Council or in partnership with community groups and other stakeholders.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
C1.1.1.3.1	<p>Implement Youth Week program in cooperation with local community groups.</p> <p>Responsible Officer: Manager Community Development</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Youth Week 2016 in Ku-ring-gai was successfully celebrated with the staging of 'Shoreshocked' Live Music Festival and a Discobility dance party. Discobility 2016 is a significant event that responds to the need for enhanced local opportunities for young people with special needs (and their friends) to socialise. Some of the attendees have been involved with Discobility for many years and it is reassuring to see the progress they are making towards independent living.</p> <p>Shoreshocked 2016 was delivered in partnership with seven Northern Sydney Councils and attracted over 1000 young people. The event provided an opportunity for positive health messages to be communicated to young people across the region.</p>
C1.1.1.3.2	<p>Implement Seniors Festival of events in cooperation with local community groups.</p> <p>Responsible Officer: Manager Community Development</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>The annual Seniors Festival in 2016 was run over a six week period during March into early April. In the Ku-ring-gai LGA over 35 events were run for local seniors starting with our annual seniors morning tea concert at Turramurra Uniting Church. At this concert the Mayor presented 19 awards to very worthy recipients to acknowledge their contributions to our community. Over 160 people attended and they were delightfully entertained by the Abbotsleigh Year 2 class.</p> <p>Council also introduced the highly successful intergenerational T.E.A.C.H. Program (Teaching Elderly Adults wanting Computer Help). It was offered in early April at the Gordon Student Resource Centre AWOL. Council had 6</p>



			students per day work in a one on one setting with 25 seniors over the week to help demystify the iPad or computer.
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Critical Action

Code	Description	Progress	Comments
C1.1.1.4	Identify funding gaps for program delivery and resource requirements. <i>Responsible Officer: Director Community</i>	<input checked="" type="checkbox"/> 100%	The 2015 Ku-ring-gai Community Grants Program was completed during the year with over \$98000 distributed to local groups.

Operational Plan Tasks

Code	Description	Progress	Comments
C1.1.1.4.1	Resource and support local initiatives and volunteer organisations through the Ku-ring-gai Community Grants program. <i>Responsible Officer: Director Community</i>	<input checked="" type="checkbox"/> 100%	Completed previous reporting period.

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
C1.1.2	Access has increased for communities that face barriers to using social services and facilities. <i>Responsible Officer: Director Community</i>	<input checked="" type="checkbox"/>	NSW Ageing Disability & Homecare, Northern Sydney Region of Councils, NSW Department of Community Services, Department of Family and Community Services, Department of Health, NSW Department of Health, NSW Department of Education and Communities, NSW Office of Communities - Youth, NSW Police, Local Community Groups	Facilitate, Deliver, Advocate

Comments

Council continued to deliver innovative programs in response to identified community needs, including accessibility issues and social isolation as per the Access and Disability Inclusion Plan. Progressing in accordance with Delivery Program – Year 3.

Critical Action

Code	Description	Progress	Comments
C1.1.2.1	<p>Develop and implement programs that respond to community needs and address a range of accessibility issues and alleviate social isolation.</p> <p><i>Responsible Officer: Director Community</i></p>	<p> 100%</p>	<p>During the period Council continued to implement recommendations from the Access and Disability Inclusion Plan, which cover a range of deliverables that support Council and the community to work together to build a more accessible and inclusive community that embraces the rights and values of all people.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
C1.1.2.1.1	<p>Implement priority recommendations from Access and Disability Inclusion Plan.</p> <p><i>Responsible Officer: Manager Community Development</i></p>	<p> 100%</p>	<p>Recommendations from the Access and Disability Inclusion Plan cover a range of deliverables that support Council and the community to work together to build a more accessible and inclusive community that embraces the rights and values of all people.</p> <p>A primary focus of 2015/2016 was the implementation of the National Disability Insurance Scheme (NDIS) which launched in Ku-ring-gai on 01 July 2016. Council hosted a public information session in May 2016, attended by 37 community members.</p> <p>Council's Disability Services also undertook a Quality Assurance Accreditation against the Disability Standards in May 2016. Accreditation was passed with 100% and meets funding requirements until June 2018.</p> <p>Disability Services has updated public information and policy to reflect developments in the disability sector and meet quality assurance standards. These include the development of an accessible, easy read version of the Access and Disability Inclusion Plan 2014 – 2018; a Disability Operations Manual; a guide to Ku-ring-gai Council's disability services; a feedback, complaints and compliments guide and redesign of Council's disability webpages. All documents are publicly available on Council's disability web pages.</p> <p>Local businesses have been provided with a Missed Business Guide, which was developed in partnership with Better Business Partnerships. The guide provides information that supports businesses to be accessible and meet the needs of clients with access needs. An online animation is also available.</p> <p>Internal cross-departmental projects also addressed the Access and Disability Plan recommendations including the update of the accessible public toilets map, development of an accessible events factsheet for the Events Risk Management Guide, engagement of an Inclusion Support specialist to deliver training to Wildflower Garden Rangers who work with children with intellectual and mental health conditions, and the public exhibition of the Local Centres DCP which includes updated Access and Liveable Housing Design Guidelines.</p>

C1.1.2.1.2	Deliver Home Library Service and Library bus service. Responsible Officer: <i>Manager Library & Cultural Services</i>	 100%	Ku-ring-gai's Home Library Service has maintained usage at capacity for the quarter, with staff selecting and transporting hundreds of items, and visiting over 150 customers in their homes every fortnight. During the period a new Home Library Service Officer was appointed to this job share position. Staff also met with people from other councils to share ideas for creating efficiencies in home library services while maintaining high levels of service. The home library is currently running with no one on a service waiting list.
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Term Achievement

Code	Description	Progress	Stakeholders	Council Role
C1.1.3	Our community facilities are accessible and function as cultural hubs to attract a range of users. Responsible Officer: <i>Director Community</i>	 100%	NSW Ageing Disability & Homecare, Northern Sydney Region of Councils, NSW Department of Community Services, Department of Family and Community Services, Department of Health, NSW Department of Health, NSW Department of Education and Communities, NSW Office of Communities - Youth, NSW Police, Local Community Groups	Facilitate, Deliver, Lead
Comments				
Improvements continue to be undertaken on community facilities and concept plans have been developed for the new education and cultural centre at the Wildflower Garden. Progressing in accordance with Delivery Program – Year 3.				

Critical Action

Code	Description	Progress	Comments
C1.1.3.1	Continue to enhance our community facilities. Responsible Officer: <i>Director Community</i>	 95%	During the reporting period Council continued to enhance community facilities. Progress was made on a new local multi purpose cultural facility at the Wildflower Garden and programs and facilities at the Ku-ring-gai Fitness and Aquatic Centre (KFAC) continued to be improved with record visitor numbers achieved. Opportunities to work with the Department of Education on the Lindfield Leaning Village also progressed.
Key Achievements			
Working in partnership with the Department of Education to progress the Lindfield Learning Village proposal to include improved access to community facilities.			

YMCA Swimability fund-raiser raised significant funding for the Centres accessibility programs,
 Due to demand both classes and staffing have been increased and the outdoor learn to swim, indoor program and indoor 25m are all being used to facilitate classes.
 Council has replaced the outdoor pool boiler and opened all winter to support the demand for winter swimming.
 Learn to swim enrolments reached 2000 in February 2016.
 Group fitness classes/numbers and PrYme classes have all seen consistently strong numbers.

Operational Plan Tasks

Code	Description	Progress	Comments
C1.1.3.1.1	<p>Improve way finding signage (internal and external to Bicentennial Park).</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	 85%	<p>Signage is currently being manufactured with completion and installation at this stage expected to be early August 2016.</p> <p>Reason</p> <p>The project is progressing, however, completion of final design and submission of a Development Application has extended the completion date by approximately 8 weeks.</p> <p>Remedial Action</p> <p>Following approval of the final shop drawings the signs will be manufactured and installed in early August. As this task is at a very advanced stage it is recommended that it is carried over to the 2016-2017 Operational Plan for completion.</p>
C1.1.3.1.2	<p>Work in partnership with YMCA to ensure facilities meets consumer demands.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	 100%	<p>Continued efforts have been made by both the YMCA and Council to ensure maintenance agreements are being met and achieving a high standard for the centre. Participant numbers in Autumn were above budget and are being serviced accordingly. Achievements in the reporting period included:</p> <ul style="list-style-type: none"> - Additional aqua and fitness classes and free casual swimming offered to local seniors as part of Seniors Week was a huge success with local seniors coming down to trial the centre and discover what the centre has to offer for PrYme members. - Due to demand with learn to swim enrolments (reaching 1949 in February) classes and staffing have been increased and the outdoor learn to swim, indoor program and indoor 25m are all being used to facilitate classes. - Popular holiday intensive swimming lessons were conducted with 202 students enrolled - Aqua aerobics continued to be very popular at the centre with an average of 20 participants per class and a total of 900 attendances across the month of April. - Repair of the existing pool chair, with Council funding, which will continue to allow patrons ease to get in and out of the water if required.

C1.1.3.1.3	<p>Co-ordinate programming with YMCA to ensure a range of services and programs are provided for identified target groups.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	<p><input checked="" type="checkbox"/> 100%</p>	<p>Council and the YMCA revisit the programming schedule and coordination opportunities on a regular basis to ensure a range of services are meeting the broader community and targeting particular groups. The autumn period presented challenges for growth due to the colder weather and winter commitments of community members. Although, group fitness and PrYme classes have all seen consistently strong numbers over the period.</p> <p>Actions undertaken in the reporting period included:</p> <ul style="list-style-type: none"> - The YMCA was a major sponsor at the Ku-ring-gai Council's Festival on the Green event in May. This was a great opportunity to be active with the community, increase the awareness of the centre and the programs that are offered. - In June, the YMCA launched a winter campaign to promote membership growth offering no joining fee and two weeks free. The campaign has been actively promoted on web and social media pages, banners, libraries with YMCA staff also engaging local residents at train stations.
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Critical Action

Code	Description	Progress	Comments
C1.1.3.2	<p>Investigate opportunities for a local multipurpose cultural facility.</p> <p>Responsible Officer: <i>Director Community</i></p>	<p><input checked="" type="checkbox"/> 100%</p>	<p>Concept drawings for the Information, Cultural and Education Centre at the Ku-ring-gai Wild Flower Garden have been received and have been approved by Council. The next stage is to seek detail designs from suitable contractors for tender and construction.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
C1.1.3.2.1	<p>Design and obtain the necessary approvals for a multipurpose cultural and educational centre at the Wildflower Garden.</p> <p>Responsible Officer: <i>Manager Environment & Sustainability</i></p>	<p><input checked="" type="checkbox"/> 100%</p>	<p>Concept drawings for the Information, Cultural and Education Centre to be constructed at Ku-ring-gai Wild Flower Garden have been received and have been approved by Council. The next phase of the project has been included in Council's adopted 2016 -2017 Operational Plan, and includes detail design from suitable contractors for tender and construction.</p>

Issue: Cultural Diversity and Creativity.

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
C2.1.1	Ku-ring-gai's rich cultural diversity and creativity is celebrated through programs and events. <i>Responsible Officer: Director Community</i>	✓	NSW Community Relations Commission	Facilitate, Deliver

Comments

Progressing in accordance with Delivery Program – Year 3. Council continues to deliver a diverse program of cultural events to the community resulting in high satisfaction ratings from participants.

Critical Action

Code	Description	Progress	Comments
C2.1.1.1	Opportunities are identified, provided and promoted for the community to share cultural experiences. <i>Responsible Officer: Director Community</i>	✓ 100%	Opportunities to promote and share cultural experiences continued to be provided in partnership with organisations during 2015/2016. Highlights included the International Women's Day event and Multicultural Film Festival and National Trust Heritage Festival exhibit at Gordon Library. Planning for the Ku-ring-gai Carnival of Cultures event to be held in October 2016 at the St Ives Park Public School has also commenced in cooperation with a number of community groups.

Operational Plan Tasks

Code	Description	Progress	Comments
C2.1.1.1.1	Promote and support a range of cultural and nationally significant events through Council. <i>Responsible Officer: Director Community</i>	✓ 100%	Opportunities to promote and share cultural experiences were provided in partnership with organisations during 2015/2016. They included: - The International Women's Day event and Multicultural Film Festival which were held in partnership with a number of community organisations - Weekly multicultural activities e.g. dancing, educational workshops, English language classes, and cooking demonstrations were held at the Lindfield Seniors Centre in cooperation with the Community Migrant Resource Centre. - A highly popular National Trust Heritage Festival exhibit at Gordon Library which was enthusiastically received by the community and recorded high levels



			<p>of interest and positive comments from both regular library users, and those who made a special visit to Gordon Library.</p> <p>Planning for the Ku-ring-gai Carnival of Cultures event to be held in October 2016 at the St Ives Park Public School has commenced in cooperation with a number of community groups. This is a celebration of multicultural diversity in our local area and aims to promote harmony and inclusion of people from different cultures.</p>
C2.1.1.1.2	<p>Provide free access to a range of information and lending services including Local Studies and electronic resources (books, film, magazines and music).</p> <p>Responsible Officer: <i>Manager Library & Cultural Services</i></p>	<p> 100%</p>	<p>The library continued to expand its information and lending services through both online and print copy resources. Children's book loans for primary school-aged children have continued to grow strongly this year, with loans in the key junior fiction collection doubling compared with 5 years ago.</p> <p>Due to rising demand for ebooks and digital audiobooks within our local community, the library recently boosted its online collections, with a focus on both fiction and non-fiction for adults. Customers have also been treated to an expanding range of print copy book displays in our libraries, helping locals to more easily locate information on a variety of topics and discover what their library has to offer. Other achievements included:</p> <ul style="list-style-type: none"> - The Library's National Trust Heritage Festival exhibit enthusiastically received by our community which continued for over 3 weeks. The exhibit recorded high levels of interest and positive comments from both regular library users, and those who made a special visit to Gordon Library to view the photographs, maps, and books, and read about the remarkable story of one of the world's first national parks. - The Library's storytime sessions for pre-schoolers are proving a popular and important method by which new residents in Australia are settling into their community with their children, with the Library also offering multi-lingual sessions during the quarter in English, Mandarin and Cantonese.

Critical Action

Code	Description	Progress	Comments
C2.1.1.2	<p>A program of cultural events is developed to celebrate our diversity.</p> <p>Responsible Officer: <i>Director Community</i></p>	<p> 100%</p>	<p>During the reporting period Council completed its program of events for 2015 - 2016 catering for a range of people within the community. During the year Council also administered a sponsorship program distributing \$60000 per year to a range of events that support the arts, sports and festivals including support for the Special Olympics. A program of activities at the St Ives Precinct is now also supporting this objective.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
C2.1.1.2.1	<p>Continue to develop and deliver a series of signature events at the St Ives Showground and Wildflower Garden.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	<p> 100%</p>	<p>Council officers continued to develop and plan for signature events for the Showground and Wildflower Garden, both organised by Precinct staff working with external promoters to use the venues.</p> <p>The Precinct has proved successful in hosting a fun run, as well as running and obstacle events (which are currently very popular with the community) and as a base camp for ultra-running events. Recent events included The Anzac Challenge (1940 participants) and Oxfam Trail-Walker 100K , with a further Miss Muddy Run event in planning for October 2016. All running events have been well attended (with a total estimated 3000 registrations) and are making their mark as regular and signature events for the showground program with Oxfam, Miss Muddy and the Anzac Challenge re-booking for 2017.</p> <p>Event promoters are showing an increasing interest in hosting events and festivals at the showground. For example the Curry Festival hired the showground with over 5000 patrons attending. It was very popular and will become a regular booking. The same producer has also booked a Colour Run for November and this promises to be another regular and popular booking with over 5000 patrons expected.</p> <p>Staff worked closely with the Show Society to improve the presentation of the grounds and compliance for the 2016 Agricultural Show. Staff are also directly working with The Orchid Society to improve this event in August 2016 which was previously booked through the Show Society. This arrangement will improve the event compliance and promotion opportunities.</p> <p>At the Wildflower Garden the focus is to build on the success of the smaller events that take advantage of the unique environment and facilities. As an example, the Essential Theatre Shakespeare Production of Romeo and Juliet was a success with plans for a 2017 production. The Wildflower Festival is also in planning for 2016 with the Australian Plant Society and working with Council's Strategy Department on a sustainable sculpture walk.</p> <p>The St Ives Medieval Faire is the only major event that Council will produce directly in 2016 and will build on this popular signature event from 2015. Strong bookings for September 2016 are already evident with almost 1700 people booked by the end of June. The Faire is expecting strong attendance event with 12000 people expected with fine weather and growing interest from social groups, family and the local community. DestinationNSW are now briefed on the event and are assisting marketing the event through their various website portals. If the event continues to grow the interstate attendance then further financial and promotional support could be leveraged through DestinationNSW.</p>
C2.1.1.2.2	<p>Promote cultural events to the whole community via Council's communication methods e.g. social media and website.</p>	<p></p>	<p>During this period the following communication methods were used to successfully promote events. Efforts were also made during the period to grow our audience and improve engagement levels with our community. These</p>



	<p>Responsible Officer: <i>Manager Corporate Communications</i></p>	<p>100%</p>	<p>included:</p> <p>Council's website</p> <p>There was promotion of Council and community events through the major events section, the homepage and What's On calendar on the website during the period. In order to increase the visibility of upcoming events on our website, the homepage template was also revised to increase the number of events that can be listed under the 'What's On' section on the homepage.</p> <p>Social media</p> <p>This included promotion of upcoming Council events though Facebook (posted up to twice per day), twitter (multiple times per day), LinkedIn (a few times a week) and Instagram (a few times a week) took place.</p> <p>Council's social media platforms successfully promoted a large number of events, seminars, programs, workshops, forums and exhibitions. These included major Council events such as Australia Day, Festival on the Green and Dogs Day Out.</p> <p>Facebook:</p> <p>Over the six month period Council's Facebook likes increased to 6732 (+5.2%) with 11650 engaged users during this time. Council also manage a number of additional Facebook pages which are purpose built for different members of the community and community services including youth services, mayor, sustainability and library.</p> <p>Twitter: Council's Twitter following grew to 2309.</p> <p>Instagram: Followers have grown to 838.</p> <p>LinkedIn: Followers have grown to 575.</p> <p>E-newsletters:</p> <p>Monthly Ku-ring-gai E-news increased to 7870 active subscribers. Council also send out a number of different e-newsletters that target different audiences including Business E-news, Sustainability E-news, Mayor's E-news, Library E-news, Vacation Care E-news and the Art Centre.</p>
<p>C2.1.1.2.3</p>	<p>Promote opportunities for cultural groups to stage events consistent with Council's Sponsorship policy.</p> <p>Responsible Officer: <i>Director Community</i></p>	<p> 100%</p>	<p>Council's sponsorship policy affords the opportunity for many organisations to stage cultural or charitable events. During 2015/2016 this included:</p> <ul style="list-style-type: none"> - The Ku-ring-gai Philharmonic Orchestra - Ku-ring-gai Art Society - St Ives Food and Wine Festival - Wahroonga Food and Wine Festival - Bobbin Head Cycle Classic - Special Olympics - Carols in the Park

Issue: Community Participation.

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
C3.1.1	Our community is engaged in shaping the identity of their local areas and feel secure and socially connected. <i>Responsible Officer: Director Community</i>		Office of Local Government, Local Community Groups, Northern Sydney Volunteer Network, NSW Commission for Children and Young People	Lead
Comments				
Council continued to present programs focussing on increasing social interaction and participation ensuring the community is engaged and socially connected. Progressing in accordance with Delivery Program – Year 3.				

Critical Action

Code	Description	Progress	Comments
C3.1.1.1	Enhance opportunities for social interaction to foster participation and encourage a sense of pride in the community. <i>Responsible Officer: Director Community</i>	 100%	Council continued to roll out a comprehensive and highly regarded event calendar with community programs focussing on increasing social interaction and participation. Highlights included the successful environmental education programs, art centre exhibitions, concerts, Wild flower Garden and Visitor Centre programs, Australia Day and Festival on the Green.

Operational Plan Tasks

Code	Description	Progress	Comments
C3.1.1.1.1	Deliver programs for residents, including civic awards program, Citizenship ceremonies, Welcome Basket Morning Tea, Australia Day, Festival on the Green, Music in the Park. <i>Responsible Officer: Manager Corporate Communications</i>	 100%	During the period Council delivered the following successful events: Australia Day - 26 January 2016 A morning event was held this year instead of an evening concert and fireworks. A community breakfast was served for a gold coin donation, donating all proceeds to the Ku-ring-gai Welcome Pack Appeal. The event was a success with over 2000 community members attending. Moonlight Movie - 18 March 2016 Up to 250 local residents of Ku-ring-gai attended the Council's first Moonlight Movie event held in Greengate Park, Killara. Targeted directly to children and young families, the free outdoor screening of Finding Nemo was popular with



			<p>the community and was successful in enlivening one of Ku-ring-gai's newest parks.</p> <p>Festival on the Green - 1 May 2016</p> <p>Over 15,000 people came to enjoy the fantastic day of fun, food and entertainment at Ku-ring-gai Council's annual event on the St Ives Village Green. The Festival program was refreshed this year with the introduction of an ice skating rink as the feature of the event. Other free activities include 9D Cinema, Laser Tag and face painting. Children and families enjoyed the live Peter Pan stage show, community performances and the amusement rides.</p> <p>Mayoral Reception - 2 March 2016</p> <p>A small Mayoral reception was held at Ku-ring-gai Council's Chambers to celebrate and congratulate local residents who received Australia Day awards or honours.</p> <p>Citizenship ceremonies - Monthly</p> <p>Ku-ring-gai Council has welcomed 953 new Australian citizens to the community at 12 citizenship ceremonies during this period.</p>
C3.1.1.1.2	<p>Promote awareness of issues, services and resources for the community by implementing/hosting displays in all libraries both independently and in conjunction with other organisations.</p> <p>Responsible Officer: <i>Manager Library & Cultural Services</i></p>	 100%	<p>During the reporting period the library continued to host a diverse range of events and programs including youth study programs, children's activities, author talks, technology demonstrations and the Library Expo. Subjects covered the law, wills, health, cooking, Zentangle drawing, fashion, history, meditation, hearing tests, sustainability displays, water wise gardening, and more. During the year an estimated 6807 people attended our programmed events.</p>

Critical Action

Code	Description	Progress	Comments
C3.1.1.2	<p>Facilitate and promote community safety and social initiatives.</p> <p>Responsible Officer: <i>Director Community</i></p>	 100%	<p>Diverse community information programs were progressed in partnership with other external agencies with the objective of facilitating and promoting community safety and social initiatives.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
C3.1.1.2.1	<p>Resource and support local community safety and crime prevention initiatives.</p>	 100%	<p>During the reporting period the Reporting Crime in Ku-ring-gai flyer was completed and placed on Council's website and copies were distributed through NSW Police and Neighbourhood Watch groups. Council worked in partnership with a number of Rotary Clubs in Ku-ring-gai to reduce the</p>



	<p>Responsible Officer: Director Community</p>	<p>incidence of illegal graffiti on private property and supported local Neighbourhood Watch groups with the publication of their various newsletters to residents.</p> <p>Planning also started for the 'Neighbourhood Watch Roadshow' with a draft theme of 'Bring Back Community' to be held in Council during Neighbourhood Watch Week. This is a joint event involving NSW Police, Neighbourhood Watch groups, Ku-ring-gai Neighbourhood Centre, TripleH Community Radio, and Rotary Clubs. The aim is to raise awareness about community safety and promote the various community programs operating in our community.</p>
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Term Achievement

Code	Description	Progress	Stakeholders	Council Role
C3.1.2	<p>Volunteers are valued, recognised and supported in providing services to the community.</p> <p>Responsible Officer: Director Community</p>		Local Community Groups, Northern Sydney Volunteer Network	Facilitate

Comments

Progressing in accordance with Delivery Program - Year 3, Council continues to develop volunteer opportunities and programs within the community. Volunteers are trained and supported and recognised for the valuable contribution they make to the community.

Critical Action

Code	Description	Progress	Comments
C3.1.2.1	<p>Volunteer programs are developed and implemented across the local government area.</p> <p>Responsible Officer: Director Community</p>	 100%	<p>Throughout 2015/2016, promotion of volunteering was focussed on the health benefits of volunteering. Information about volunteering was distributed through doctors' surgeries, physiotherapists, chemists and to new residents through citizenship ceremonies and the Welcome Basket. These recruitment strategies reached additional groups who would not traditionally consider volunteering, such as younger residents or those whose home language may not be English, and has resulted in a wider range of demographic groups participating in volunteering in Ku-ring-gai.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
C3.1.2.1.1	Facilitate new opportunities for volunteering by the community to achieve community goals.		<p>During the reporting period there were 288 enquiries from potential volunteers, of which 216 were suitable for referral to local services such as Easy Care Gardening, Ku-ring-gai Neighbourhood Centre, Lifeline and Meals on Wheels.</p>



	Responsible Officer: <i>Manager Community Development</i>	100%	All others were referred to local community organisations that matched the volunteer's interests, availability and age. Promotional events such as the free "Bring-a-friend" movie screening, the Gems of Ku-ring-gai Awards and regional volunteer award ceremonies raised the profile of volunteering and lead to increased interest and participation. 218 local community volunteers and their friends enjoyed the movie night, and 100 guests celebrated with the Gems of Ku-ring-gai. Information on volunteering in Ku-ring-gai was also distributed at Council events such as the Festival on the Green and Back to the 50s Festival. Information on volunteering in Ku-ring-gai was distributed at Council events such as the Festival on the Green and Back to the 50s Festival.
C3.1.2.1.2	Implement Bushcare and Streetcare programs. Responsible Officer: <i>Manager Environment & Sustainability</i>	 100%	There are currently 167 Bushcare/Streetcare and Parkcare sites with 625 active volunteers, contributing approximately 14000 volunteer hours. Two events were held in the last six months with the highlight being the "Thank you morning tea for volunteers". This event attracted 60 volunteers. The Mayor attended and presented certificates of service to a number of participants. In the past 6 months 22 Backyard Visits and 122 Trainer Sessions have occurred maintaining Council's high level of support for the community in environmental matters. We are also finalising arrangements to have the Green Army work on Bushcare and Streetcare sites during the next 12 months. This Federal Government initiative has been developed to assist young unemployed people to do environmental work so as to gain skills and experience, assisting them to obtain full time work in the sector. This extra resource will greatly assist Council's environmental volunteer programs, with nearly 50 activities identified for completion by the Green Army.

Critical Action

Code	Description	Progress	Comments
C3.1.2.2	Volunteers are supported through training and participation. Responsible Officer: <i>Director Community</i>	 88%	A centralised comprehensive training program was provided to volunteers working in local Commonwealth Home Support Program services. This training is supplemented with twice-yearly regional forums, with workshops on Wellness and Enablement, Marketing for Community Organisations and Resilience During Times of Change. In addition, the Ku-ring-gai Hornsby Volunteer Coordinator participates in regular seminars and share this information with local CHSP Volunteer Coordinators at quarterly meetings. The development of a Volunteer Management Policy was only partially completed due to staff vacancies. Reason A Volunteer Management Policy was only partially completed due to staff vacancies.



			<p>Remedial Action</p> <p>Additional staff to be engaged to assist in finalising the policy. This task is incorporated into Task C3.1.2.2.1 and is recommended to be carried over to the 2016-2017 Operational Plan for completion.</p>
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Operational Plan Tasks

Code	Description	Progress	Comments
C3.1.2.2.1	<p>Complete review of council wide volunteer management processes.</p> <p>Responsible Officer: <i>Manager People & Culture</i></p>	 <p>75%</p>	<p>Feedback on current processes was sought and received from internal stakeholders. A check list and application forms have been developed and usage has commenced.</p> <p>Reason</p> <p>This project was delayed due to limited availability of staff resources as a result of staff turnover and recruitment.</p> <p>Remedial Action</p> <p>The project will be progressed following appointment of a permanent full time. Risk Officer. As this task is at a very advanced stage it is recommended that it is carried over to the 2016-2017 Operational Plan for completion</p>
C3.1.2.2.2	<p>Provide training and support for volunteers and volunteer organisations.</p> <p>Responsible Officer: <i>Manager Community Development</i></p>	 <p>100%</p>	<p>During the period training was provided to volunteers working in local Commonwealth Home Support Program services in relevant topics, including Supporting Clients through Grief and Loss, Manual Handling, Boundaries for Volunteers and Dementia Awareness. Centralised training, rather than each organisation providing training individually, gives volunteers access to a wider variety of interesting topics, and leads to greater satisfaction in their volunteer role. Training is always well attended, with average 95% satisfaction rating in participant feedback.</p> <p>Staff in Commonwealth Home Support Program (CHSP) organisations are also supported in their work through twice-yearly regional forums, with workshops on Wellness and Enablement, and Marketing for Community Organisations and Resilience During Times of Change. In addition, the Ku-ring-gai Hornsby Volunteer Coordinator participated in regular seminars in order to research important information on recently implemented policy and the latest concepts in Aged Care, and share this information with local CHSP Volunteer Coordinators at quarterly meetings. Volunteer Coordinators always express their appreciation for the support provided by the Ku-ring-gai Hornsby Volunteer Service.</p>

Critical Action

Code	Description	Progress	Comments
C3.1.2.3	Volunteers are recognised for their contribution to the local community. <i>Responsible Officer: Director Community</i>	<input checked="" type="checkbox"/> 100%	It is vital that volunteering is promoted to the community and volunteers are recognised for their efforts. Council continued to provide this support either directly or in conjunction with other organisations.

Operational Plan Tasks

Code	Description	Progress	Comments
C3.1.2.3.1	Volunteers are recognised and rewarded for their efforts. <i>Responsible Officer: Manager Community Development</i>	<input checked="" type="checkbox"/> 100%	Volunteers were recognised and rewarded in a number of ways: <ul style="list-style-type: none"> - Volunteer awards ceremonies, such as NSW Volunteer of the Year Award and Gems of Ku-ring-gai, which are a great opportunity for community organisations to show their appreciation for the dedication and enthusiasm of their volunteers, and for volunteers to enjoy the accolades that they deserve. - On International Women's Day, 40 Gems of Ku-ring-gai were presented with certificates at a celebration with 100 friends, guest speakers, singers and dancers. 16 community organisations were given tickets for 218 volunteers and their friends to attend a free movie night. - Appreciation and promotional gifts of pens and diaries, inscribed with phrases or logos encouraging volunteering, are very popular with volunteers and are a very effective way of promoting volunteering to a wider audience. These are distributed to volunteers by the Ku-ring-gai Hornsby Volunteer Service through local Commonwealth Home Support Program organisations.

Issue: Health Lifestyles.

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
C4.1.1	A range of cultural, recreational and leisure facilities and activities are available to encourage social interaction and stimulate everyday wellbeing. <i>Responsible Officer: Director Community</i>		NSW Office of Communities, NSW Sport and Recreation, Local Sporting - Recreation and Cultural Organisations, Community Groups	Facilitate, Deliver, Lead

Comments

Progressing in accordance with Delivery Plan - Year 3 - Council maintains a range of facilities and delivers strong programs supporting community health and well being. The Ku-ring-gai Fitness and Aquatic Centre has continued to perform above expectations throughout the reporting period.

Critical Action

Code	Description	Progress	Comments
C4.1.1.1	Programs are delivered in collaboration with agencies and partners to encourage healthy and active lifestyles. <i>Responsible Officer: Director Community</i>	 94%	Council continues to promote and activate the local community through the Active Ku-ring-gai programs. Active Ku-ring-gai numbers have remained strong with over 1700 participant registrations. Walking groups, Pilates and Gym Without Walls continue to be the most popular activities. Attendance at the Ku-ring-gai Fitness and Aquatic Centre reached record levels in February 2016 and memberships have reached 1950 (March 2016) with daily attendance around 900 visits.

Operational Plan Tasks

Code	Description	Progress	Comments
C4.1.1.1.1	Continue to develop and deliver Active Ku-ring-gai programs to support the community to lead healthy lifestyles. <i>Responsible Officer: Manager Community & Recreation Services</i>	 100%	Participation in the Active Ku-ring-gai program continues to grow. Term 2 Active Ku-ring-gai numbers maintained good participation numbers at 205 for the 10 weeks. Key programs and initiatives included: - Pilates and Gym Without Walls continue to be the most popular activities. - The Junior Golf program in the Easter holidays was in high demand and will be revised to cater for two age group categories moving forward. - Ku-ring-gai Aquatic and Fitness Centre (KFAC) hosting a busy school carnival season over February and early March that included two zone carnivals for Ku-ring-gai and Hornsby. 3955 students attended their school

			<p>carnival over February accounting for 12% of the total visitations.</p> <p>- Swimming lessons had a strong uptake over the warmer months and make up approximately 26% of the core business. January achieved 22,671 visits, February 31,576 and March 26,463 visits.</p>
C4.1.1.1.2	<p>Develop and implement sports programs in co-operation with local sporting clubs and providers.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	 100%	<p>Council has been sourcing opportunities within the local schools to identify possible sporting facilities that could be utilised by sporting clubs and associations when not in use. Council has limited scope for additional sportsgrounds and sporting facilities so this relationship could be beneficial moving forward.</p> <p>Further work has been completed with the NRL to introduce a modified game over the summer period with the objective to introduce older age groups for rugby league in the area.</p> <p>In June, Council committed to a series of webinars that provide information to assist and support community clubs and their volunteers.</p>
C4.1.1.1.3	<p>Finalise the review of the Unstructured Recreation Strategy and implement priority actions.</p> <p>Responsible Officer: <i>Temporary Team Leader Natural Areas</i></p>	 100%	<p>A scoping paper for the review of the unstructured recreation strategy has been created. Amongst other things the paper outlined a consultation strategy and identified high risk activities requiring further investigation (such as downhill mountain bike riding and rock climbing).</p> <p>A detailed preliminary opportunities and constraints study for additional downhill mountain biking facilities within the Ku-ring-gai Local Government Area, has been created. This will inform the creation of a final Unstructured Recreation Strategy next financial year.</p>
C4.1.1.1.4	<p>Support healthy lifestyle and eating programs in Ku-ring-gai.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	 75%	<p>Council continues to promote and activate the local community through our Active Ku-ring-gai programs. Council staff attended the Fit NSW 2016 Forum under the Premier's Council for Active Living initiative which aims to support local communities to move more and develop inter-agency strategies to reduce childhood obesity.</p> <p>Reason</p> <p>Due to the vacancy of the Recreation Programs Officer there has been limited resources to initiate and grow suitable programs to initiate healthy living/lifestyles.</p> <p>Remedial Action</p> <p>Recruiting the Recreation Programs Officer will commence along with and actively sourcing opportunities in the next quarter to promote a program within Ku-ring-gai to attract local sporting clubs, schools and the community. This action has been carried over and included in the 2016 – 2017 Operational Plan, adopted by Council at its meeting of 14 June 2016.</p>

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
C4.1.2	New and enhanced open space and recreational facilities have been delivered to increase community use and enjoyment. <i>Responsible Officer: Director Strategy & Environment</i>		NSW Office of Communities, NSW Sport and Recreation, Local Sporting - Recreation and Cultural Organisations, Community Groups	Deliver, Lead

Comments

A large program of open space projects were either completed this year or are currently under construction with designs for further major new recreational facilities either completed or nearing completion. The opportunity to provide a district park at the Gordon Golf Course has been put on hold following the deferral of the Gordon Golf Course Master Plan in April 2016. Progressing in accordance with Delivery Program Year 3 with projects to be progressed in 2016-2017.

Critical Action

Code	Description	Progress	Comments
C4.1.2.1	Continue to deliver the objectives of Council's Open Space Strategy and Open Space Acquisition Strategy. <i>Responsible Officer: Director Strategy & Environment</i>	 73%	<p>With most strategic land acquisitions now complete work is progressing on the delivery of new parks in Lindfield and Turrumurra. During the reporting period Council purchased the final parcel of land under the Open Space Acquisition Strategy to deliver a new park in Duff Street, Turrumurra.</p> <p>Council staff have completed and accepted the tender for design consultants to prepare a detailed design concept and submission of a development application for the Lindfield Village Green and developed concept plans and design guidelines for a new park on Bent Street as part of the Lindfield Community Hub. Prepared plans and visualisations of a new park and town square proposed as part of the Turrumurra Community Hub master plan were exhibited in May 2016 and reported to Council in June 2016.</p> <p>Upgrades at existing parks also incorporate design principles which facilitate passive recreation and continue to deliver the objectives of Council's Open Space Strategy and Open Space Acquisition Strategy.</p> <p>Reason</p> <p>On 5 April 2016, Council deferred the preparation of the master plan for a regional park and recreation space at Gordon Golf Course until 2023. In addition the consultation phase for a regional playground at St Ives Showground has been delayed to ensure the accessibility and inclusivity requirements are thoroughly addressed.</p> <p>Remedial Action</p> <p>The clearer information for consultation will enable a more positive consultation and feedback. This will streamline the final phase for documentation for the regional playground at St Ives.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
C4.1.2.1.1	Undertake strategic land acquisitions. Responsible Officer: <i>Manager Integrated Planning Property & Assets</i>	 100%	Completed previous reporting period.
C4.1.2.1.2	Implement and monitor the Ku-ring-gai Open Space Acquisition Strategy. Responsible Officer: <i>Manager Urban Planning</i>	 100%	Work has progressed on the delivery of new parks in Lindfield and Turramurra. During the reporting period Council has: - Advertised a Request for Tender for design consultants for the preparation of a developed design concept and submission of a development application for the Lindfield Village Green. The consultant team has now been engaged and has commenced work on a refined concept. - Developed concept plans and design guidelines for a new park on Bent Street as part of the Lindfield Community Hub. - Prepared plans and visualisations of a new park and town square proposed as part of the Turramurra Community Hub. The master plan was exhibited in May 2016 and reported to council in June 2016. Council has also secured the final parcel of land under the OSAS to deliver a new park in Duff Street, Turramurra.
C4.1.2.1.3	Complete the design for identified parks and include design principles which facilitate passive recreation activities. Responsible Officer: <i>Team Leader -Open Space & Rec, Planning & Design</i>	 100%	We have designed identified parks and included design principles which facilitate passive recreation and continue to deliver the objectives of Council's Open Space Strategy and Open Space Acquisition Strategy.
C4.1.2.1.4	Construct parks at identified locations and include design principles which facilitate passive recreation activities. Responsible Officer: <i>Manager Strategic Projects</i>	 95%	Open space projects either completed this year or currently under construction include a new park at Lapwing Reserve St Ives, the extension of Cameron Park Turramurra, Stage three of the Koola Park redevelopment East Killara, Golden Jubilee Field playground upgrade, Bicentennial Park - Lofberg Road playground upgrade, Bicentennial Park – War Memorial upgrade, Wahroonga Park – new toilet block, NTRA North Turramurra – two natural playing fields and one synthetic playing field and training areas including cricket nets, Howson Oval Turramurra – stormwater harvesting and sportsfield upgrade and tennis court upgrades at Robert Pymble Park Pymble and Morona Avenue Reserve Wahroonga. Designs for major new recreational facilities have either been completed or are nearing completion for the following projects: St Ives Showground – Regional Playground and accessible toilet block. Koola Park Redevelopment Stage 4 – exercise path, exercise stations, and car



			<p>parks.</p> <p>St Ives Village Green – new recreation precinct.</p> <p>Canoon Road Recreation Area – design of car parks including swap with four netball courts and water sensitive designs with bushland interface.</p>
C4.1.2.1.5	<p>Complete preparation of master plan for a regional park and recreation space at Gordon Golf Course.</p> <p>Responsible Officer: <i>Manager Strategic Projects</i></p>	 <p>0%</p>	<p>This task was deferred until 2023 by Council resolution on 5 April 2016.</p> <p>Reason</p> <p>Task deferred until 2023 by Council resolution on 5 April 2016.</p> <p>Remedial Action</p> <p>Task deferred until 2023 by Council resolution on 5 April 2016.</p>
C4.1.2.1.6	<p>Construct Regional Playground at St Ives Showground.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	 <p>45%</p>	<p>The plan's consultation phase has been delayed by the review of playground provisions to ensure the accessibility and inclusivity requirements are thoroughly addressed.</p> <p>Reason</p> <p>Public comment and feedback relating to another playground development has been considered as applicable to this project as well. The plans have been tailored to provide a clearer outcome and better information. The delay has caused the consulting period to fall within school holidays, so this has been delayed until school goes back and community members return from holidays. These revised plans will be made available for comment from 18th July.</p> <p>Remedial Action</p> <p>The clearer information for consultation will enable a more positive consultation and feedback. This will streamline the final phase for documentation. This task has been carried over and included in the 2016 – 2017 Operational Plan, adopted by Council at its meeting of 14 June 2016.</p>

Issue: Community Health and Safety.

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
C5.1.1	Our residents and visitors enjoy clean, safe, friendly and vibrant neighbourhoods. <i>Responsible Officer: Director Development & Regulation</i>	✓	NSW Police, Emergency Management Agencies, Licensees, Businesses, Youth Organisations, Schools	Facilitate, Deliver, Lead
Comments				
All established public health and safety programs and regulatory services provided by Council achieved set outcomes for the community during 2015-2016. Progressing in accordance with the Delivery Program - Year 3 with any delayed actions to be finalised in the coming year.				

Critical Action

Code	Description	Progress	Comments
C5.1.1.1	Implement accessibility improvement actions from the Pedestrian Access and Mobility Plan Policy (PAMP) and Crime Prevention Through Environmental Design (CPTED) principles. <i>Responsible Officer: Director Strategy & Environment</i>	✓ 100%	Following a report and presentation to Council, finalisation of the draft PAMP has been deferred. In the interim, Council officers will ensure all master plans and design preparation is consistent with the objectives, principles and strategies of the draft PAMP, in addition to CPTED principles.

Operational Plan Tasks

Code	Description	Progress	Comments
C5.1.1.1.1	Crime Prevention Through Environmental Design (CPTED) principles are incorporated into the design and construction of Council's capital works projects. <i>Responsible Officer: Manager Strategic Projects</i>	✓ 100%	CPTED principles were implemented as key design criterion for all of Council's capital works projects during the reporting period.
C5.1.1.1.2	Progressively implement the Pedestrian Access and Mobility Plan (PAMP) in local centres. <i>Responsible Officer: Manager Strategic Projects</i>	✓ 100%	Public exhibition of the draft PAMP was completed in the previous reporting period. Council considered a report on the public exhibition of the Plan at its meeting of 24 May 2016 and resolved to defer the Plan to allow further discussion and feedback on key recommendations with interested Councillors and relevant staff. Following a briefing with Councillors, staff and the consultants further consideration will be given to existing policy documents aligned with the PAMP, such as the Ku-ring-gai Public Domain Plan,



			<p>Development Control Plans, Local Environmental Plans and the Ku-ring-gai Contributions Plan. In the interim, master-planning that is underway within the Lindfield and Turramurra local centres will be consistent with the objectives and strategies of the draft PAMP.</p> <p>Finalisation and implementation of the PAMP has been included in the 2016-2017 Operational Plan, adopted by council at its meeting of the 14 June 2016.</p>
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Critical Action

Code	Description	Progress	Comments
C5.1.1.2	<p>Implement programs to manage risks and impacts on public health and safety</p> <p><i>Responsible Officer: Director Development & Regulation</i></p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Councils environmental health programs were all completed during the reporting period. Enforcement action within the Food Regulatory Program exceeded previous years with more than \$32,000 in fines issued to premises found to be not trading in accordance with food premises standards.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
C5.1.1.2.1	<p>Implement Council's adopted Companion Animals Management Plan 2011-2016 and prepare new plan for 2016-2021.</p> <p><i>Responsible Officer: Manager Compliance & Regulation</i></p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Implementation of the Companion Animals Plan 2011- 2016 has been successful, with all proposed actions largely achieved. Responsible pet ownership is continually promoted through Council's website and other social media outlets. Council's companion animal registration rate is 97.51% (dogs 98.14%, Cats 95.86%) the highest in NSW. The high registration rates are directly attributable to Council's affirmative action in following up on new pet owners to make sure that they appropriately register their animals for life, following the micro-chipping process that is usually carried out on the pet prior to leaving the breeders care.</p> <p>A total of 52 animals were impounded during the reporting period, all being dogs, with no cats seized. All dogs were returned to their owners or rehomed. No animals were euthanized .</p> <p>Council was successful in gaining a grant from the Office Of Local Government to enhance signage at its leash free parks. As a result , 17 parks had visually attractive signs installed. Given the positive feedback of park users to the new signs, a further grant application was prepared and submitted to the Office of Local Government to further expand the program across all leash free parks.</p> <p>A highly successful Dog Day Out event was hosted at St Ives Showground in April. Over 500 dogs and their families attended. Local animal service providers and charities were well represented, with over 40 stall holders participating in the event.</p> <p>The review of the Companion Animal Management Plan 2011–2016 has been</p>



			delayed due to a staff resourcing issue, however the plan for the period 2016 – 2021 is expected to be presented to Council in October 2016.
C5.1.1.2.2	Ensure all buildings and multi occupancy residential buildings are compliance with Council's annual fire safety program. Responsible Officer: <i>Manager Engineering Operations</i>	<input checked="" type="checkbox"/> 100%	Council's Annual Fire Safety program has been implemented in accordance with the plan.
C5.1.1.2.3	Respond promptly to breaches of environmental construction standards and take appropriate regulatory action. Responsible Officer: <i>Manager Compliance & Regulation</i>	<input checked="" type="checkbox"/> 100%	During the reporting period Council responded promptly to breaches of approvals. Council issued 256 penalty notices to the value of \$62,0871 for breach of approval offences over the reporting year.
C5.1.1.2.4	Review Council's Compliance Policy. Responsible Officer: <i>Director Development & Regulation</i>	<input checked="" type="checkbox"/> 100%	Council's Compliance Policy was revised and adopted by Council. The current policy is available on Council's Policy Register.
C5.1.1.2.5	Undertake mandatory inspections of swimming pools as prescribed under legislation and in accordance with Council's Swimming Pool Barrier Inspection Policy. Responsible Officer: <i>Manager Compliance & Regulation</i>	<input checked="" type="checkbox"/> 100%	Inspections of swimming pools continued during the reporting period. For the 2015-2016 year officers undertook 264 swimming pool inspections, resulting in the issue of 118 Orders requiring upgrade of swimming pool barriers. Council also issued 164 Swimming Pool Compliance Certificates, with Private Certifiers issuing 235 certificates.
C5.1.1.2.6	Implement food safety protection programs in accordance with joint NSW Food Authority Agreement. Responsible Officer: <i>Manager Compliance & Regulation</i>	<input checked="" type="checkbox"/> 100%	The NSW Food Authority report has been compiled and Council has met its obligations as a Category C Enforcement Agency in accordance with the NSW Food Authority Agreement. Officers also attended Regional Food Group and State Food Liaison Group meetings. The annual budget is expected to be exceeded for the 2015/2016 financial year for the food premises program due to the elevated enforcement action taken. As a result over \$16000 was recognised from the issue of improvement notice fees. There are 354 total food premises. During the 2015/2016 year food safety officers conducted 362 total food premises inspections including re-inspections, 55 food related complaints were investigated, 70 warning letters issued, 49 improvement notices issued, 18 Prohibition Orders and 49 PINs issued, to the value of \$32550.
C5.1.1.2.7	Maintain Council's register and responsibilities for managing regulated premises.	<input checked="" type="checkbox"/> 100%	Public Health Safety The regulated systems register is up-to-date in accordance with the Public Health legislation. Several investigations were also carried out during the year for notifications of possible Legionella cases by the NSW Northern Sydney

	Responsible Officer: Manager Compliance & Regulation		Public Health Unit. These investigations found no issues within the Ku-ring-gai Council area. Investigations were also carried out for swimming pool water quality issues in accordance with the Public Health legislation. These investigations found no issues within the Ku-ring-gai Council area. Officers also attended Regional Environmental Health Group meetings. Environmental complaint investigation Over 460 customer requests were investigated during 2015/2016 by the Environmental Health team primarily in relation to noise, sewer leaks and private property issues. This resulted in over 350 related inspections. All outdoor dining fees were paid and budget for this activity met.
C5.1.1.2.8	Implement Council's adopted Abandoned Shopping Trolley Policy, with a particular focus on education of users and trolley providers. Responsible Officer: Manager Compliance & Regulation	<input checked="" type="checkbox"/> 100%	During the period trolley collection levels were satisfactory. Continuing education of residents remains the biggest challenge to maintaining these levels.

Issue: Housing Choice and Affordability.

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
C6.1.1	Council's planning approach to the provision of housing across Ku-ring-gai addresses the supply, choice and affordability needs of the community. Responsible Officer: Director Strategy & Environment	<input checked="" type="checkbox"/>	Department of Family and Community Services, Housing NSW, NSW Ageing Disability & Homecare, Department of Planning and Environment, Building and Development Industry, Community Groups, Residents	Facilitate, Deliver, Advocate, Lead
Comments				
Council's Local Environmental Plan program and master planning for key sites has provided for supply and choice of housing. The issue of affordability is a key policy objective of the Greater Sydney Commission and will be addressed in the North District Planning process. Progressing in accordance with Delivery Program - Year 3.				

Critical Action

Code	Description	Progress	Comments
C6.1.1.1	Investigate opportunities/locations to provide a range of housing choices. Responsible Officer: Director Strategy & Environment	<input checked="" type="checkbox"/> 100%	Work continued to investigate and progress opportunities for a range of housing choices for key identified sites.

Operational Plan Tasks

Code	Description	Progress	Comments
C6.1.1.1.1	Analyse Council land holdings available for potential development. <i>Responsible Officer: Manager Urban Planning</i>	 100%	This task is progressing on schedule and work completed includes: - Progressing the PPP process for the Lindfield Community Hub including submissions to the Office of Local Government; commencement of a business plan for the project and preparation of draft EOI documents. - Exhibition documents for Council land at 259-271 Pacific Highway were finalised and the master plan and planning proposal were placed on exhibition in April-May 2016. The public hearing took place on 6 June 2016. - Exhibition documents for the Turramurra Community Hub were finalised and exhibited in May 2016. Results of the exhibition were reported to Council in June 2016.
C6.1.1.1.2	Monitor housing choice in Ku-ring-gai local government area. <i>Responsible Officer: Manager Urban Planning</i>	 100%	Housing Monitor from Housing NSW is regularly downloaded and shared on a quarterly basis. New Development Applications with contributions (indicative of nett dwelling growth) are added to a rolling statistical spreadsheet maintained under delegation by each planning student as they are approved. There is sufficiently detailed information in this database to allow trending analyses to be undertaken.

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
C6.1.2	Diversity and supply of new housing has been investigated to provide safe and responsive housing that addresses the changing population. <i>Responsible Officer: Director Strategy & Environment</i>		Department of Family and Community Services, Housing NSW, NSW Ageing Disability & Homecare, Department of Planning and Environment, Building and Development Industry, Community Groups, Residents	Advocate, Lead
Comments				
Provision of affordable housing is a complex issue and requires a whole of government approach to providing a legislative and policy framework, as well as fiscal mechanisms for feasible affordable housing to be delivered. The diversity and supply of new housing has continued to expand through the Local Environmental Plan process and master planning for key local centres sites. Progressing in accordance with Delivery Program - Year 3.				

Critical Action

Code	Description	Progress	Comments
C6.1.2.1	<p>Council investigates and explores opportunities to develop partnerships with stakeholders to provide affordable housing choices.</p> <p>Responsible Officer: Director Strategy & Environment</p>	 <p>75%</p>	<p>During the reporting period identification of opportunities to provide affordable housing choices within Ku-ring-gai continued with some key master planning sites being put forward for consideration. For example, Lindfield Library Precinct. An internal working draft issues paper has been prepared.</p> <p>Reason</p> <p>The development of appropriate responses to the provision of affordable housing has been identified as a key issue by the Greater Sydney Commission and is flagged to be addressed as part of the North District planning process.</p> <p>Remedial Action</p> <p>Council staff will continue to provide feedback into the technical workshops for the North District planning process being run by the Greater Sydney Commission..</p>

Operational Plan Tasks

Code	Description	Progress	Comments
C6.1.2.1.1	<p>Investigate strategies and models that will assist the provision of affordable housing choices in Ku-ring-gai local government area.</p> <p>Responsible Officer: Manager Urban Planning</p>	 <p>75%</p>	<p>No additional work was undertaken during the reporting period on local level affordable housing issues.</p> <p>Reason</p> <p>The development of appropriate responses to the provision of affordable housing has been identified as key issue by the Greater Sydney Commission and is flagged to be addressed as part of the North district planning process.</p> <p>Remedial Action</p> <p>Staff maintained ongoing involvement in the technical working groups as part of the district planning process and will provide input into a district wide solution to housing affordability issues. This task has been carried over and included in the 2016 – 2017 Operational Plan, adopted by Council at its meeting of 14 June 2016.</p>

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
C6.1.3	Plans encourage enhanced adaptability to allow for ageing in place, accessibility and sustainable housing.		Department of Family and Community Services, Housing NSW, NSW Ageing Disability & Homecare, Department of	Facilitate, Lead



	Responsible Officer: Director Strategy & Environment		Planning and Environment, Building and Development Industry, Community Groups, Residents	
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Comments				
Contemporary policies are in place to promote adaptability to cater for residents to age in place. Progressing in accordance with Delivery Program Year 3.				

Critical Action

Code	Description	Progress	Comments
C6.1.3.1	Plans encourage enhanced adaptability to allow for ageing in place. Responsible Officer: Director Strategy & Environment	 100%	The recently adopted Ku-ring-gai Development Control Plan and Local Centres Development Control Plan have incorporated enhanced adaptability provisions, including new requirements under the Liveable Housing Design Guidelines.

Key Achievements			
Contemporary policies are in place to promote adaptability to cater for residents to age in place.			

Operational Plan Tasks

Code	Description	Progress	Comments
C6.1.3.1.1	Monitor principles of adaptability in Council's planning policies. Responsible Officer: Manager Urban Planning	 100%	The revised Ku-ring-gai Development Control Plan and Local Centres Development Control Plan have incorporated enhanced adaptability provisions. This includes a requirement that 15 percent of all new apartments and town houses are to be designed to Platinum Level under the Liveable Housing Design Guidelines and at least 70 percent of all dwellings are to be visitable. The revised Development Control Plans were adopted by Council on 14 June 2016 and came into effect on 24 June 2016.

Issue: Emergency Management.

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
C7.1.1	Plans are developed in partnership with emergency service agencies and key stakeholders and implemented. <i>Responsible Officer: Director Operations</i>		NSW Police, Emergency Management Agencies	Facilitate, Deliver, Lead

Comments

Completion of plans for the updating of the District and Local Emergency Management Plans are the responsibility of various agencies. Input into these plans has been provided by Council staff and assistance was provided by Council for the Bushfire Community Consultation Plan, as agreed by the Bushfire Management Committee. Progressing in accordance with Delivery Program – Year 3 subject to finalisation by the District Emergency Management Committee.

Critical Action

Code	Description	Progress	Comments
C7.1.1.1	In conjunction with State agencies and key stakeholders develop, review and implement Emergency Management Plans. <i>Responsible Officer: Director Operations</i>	 87%	<p>The Local Emergency Management Committee continues to work on the EMPLAN and we are nearing completion. Remaining Consequence Management Guides (CMG) have been scheduled for completion and information for the remainder of the plan has also been researched. It is expected to complete the EMPLAN during the first quarter of next year.</p> <p>The Hornsby Ku-ring-gai Bush Fire Risk Management Committee has endorsed the 5 year Bush Fire Risk Management Plan after community consultation of the draft plan was undertaken in April and May.</p> <p>Reason</p> <p>Delays to this work are due to unavailability of combat agency staff to complete Consequence Management Guides.</p> <p>Remedial Action</p> <p>Meetings have been scheduled and the Regional Office advised of delays and timeframes for completion.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
C7.1.1.1.1	<p>Finalise the review of and implement and report on the Bushfire Risk Management Plan in consultation with the Hornsby Ku-ring-gai Bushfire Management Committee.</p> <p>Responsible Officer: <i>Manager Open Space Operations</i></p>	 100%	<p>The Hornsby Ku-ring-gai Bushfire Risk Management Plan was endorsed by the Bushfire Risk Management Committee in May after public consultation. Implementation has commenced on the five year plan and works have been scheduled for next financial year with the Bushfire Risk Management Sub Committee. Achievement against the program will be reported through the RFS via BrIMS.</p>
C7.1.1.1.2	<p>Complete fire trail, fire break and hazard reduction maintenance programs.</p> <p>Responsible Officer: <i>Manager Open Space Operations</i></p>	 80%	<p>All programmed maintenance of fire trail and fire breaks has been completed as per the Bushfire Risk Management Plan. Additional works on the breaks have been carried out now to improve their condition including targeted weed removal and extension of APZ areas where required.</p> <p>Several hazard complaints received by NSW RFS have also been completed during the financial year.</p> <p>A total of 6.5 out of 15 hazard reduction burns were successfully completed in the 2015/2016 year. The remaining 8.5 hazard reduction burns have been included in the 2016/2017 Hazard Reduction Program.</p> <p>Reason</p> <p>Unfavourable weather conditions have prevented completion of all remaining hazard reduction burns on the 2015/ 2016 hazard reduction program.</p> <p>Remedial Action</p> <p>Programmed burns not completed in 2015/ 2016 have been rolled into the 2016/2017 Hazard Reduction Program for completion when suitable weather conditions prevail.</p>
C7.1.1.1.3	<p>Complete EMPLAN (Emergency Management Plan) for Hornsby Ku-ring-gai in consultation with combat agencies and LEMC, including all documents required under the State framework.</p> <p>Responsible Officer: <i>Director Operations</i></p>	 80%	<p>Work on the EMPLAN has continued for the reporting period and we are nearing completion. Remaining Consequence Management Guides have been scheduled for completion and information for the remainder of the plan has also been researched. It is expected that the EMPLAN will be completed during the first quarter of 2016/2017.</p> <p>Reason</p> <p>Delays have occurred in arranging available resources from external agencies to meet and undertake the work.</p> <p>Remedial Action</p> <p>Meetings have been scheduled with agencies to finalise information. Time frames are being monitored by the Department of Emergency Management. Council is in communication regarding progress.</p>



Critical Action

Code	Description	Progress	Comments
C7.1.1.2	<p>Develop Floodplain Risk and Storm Management Plans for local catchments.</p> <p>Responsible Officer: <i>Director Strategy & Environment</i></p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>The Lovers Jump Creek Flood Study was finalised and endorsed by Council during the reporting period with input from the Floodplain Risk Management Committee. The Blackbutt Creek Flood Risk Management Study and Plan is expected to commence in the first quarter of 2016/2017.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
C7.1.1.2.1	<p>Complete floodplain risk study in consultation with Floodplain Risk Management Committee. Investigate priority actions.</p> <p>Responsible Officer: <i>Temporary Team Leader Natural Areas</i></p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>With feedback from the Floodplain Risk Management Committee, the Lovers Jump Creek Flood Study was finalised in April 2016 and endorsed by Council on 10 May 2016. The Blackbutt Creek Flood Risk Management Study and Plan Request for Quote was sent out in May and assessed in June with consultants to be engaged early July 2016.</p>

Theme: Natural Environment

Performance Indicators

Code	Description	Baseline	Yearly Target	Units	Achieved Amount	Yearly Rating Image
N1.1.1.A	Residents involved in community environmental programs.	In 2012/13 there were 2,479 residents involved in community environmental programs. (Data source: Council)	2479	Residents	4,531	
Comment: The 82% increase in community participation over the annual target reflects the ongoing relevance and success of Council's environmental programs.						
N1.1.2.A	Community activity that benefits the environment.	Number of residents at a household or individual level who carried out actions to benefit the environment as a result of participation in Council programs in 2013/14. (Data source: Council)	1,565	Residents	1,826	
N2.1.1.A	Area of bushland/habitat regenerated.	In 2012/2013 bush regeneration works were conducted on 20.5 hectares of bushland. (Data source: Council)	20.5	Hectares	22	
N2.1.1.B	Condition of bushland managed by Council (resilience rating).	Bushland condition rating determined for sample bushland reserve site in 2014/15. (Data source: Council)	76 (previously 79.9)	%	76	
N2.1.1.C	Condition of bushland managed by Council (weeds rating).	Bushland condition rating determined for sample bushland reserve site in 2014/15. (Data source: Council)	30 (previously 13.5)	%	30	
N2.1.1.D	Condition of bushland managed by Council (threats rating). <i>Lesser is better.</i>	Bushland condition rating determined for sample bushland reserve site in 2014/15. (Data source: Council)	39 (previously 72.5)	%	38	
Comment for N2.1.1.B / N2.1.1.C / N2.1.1.D: The baselines for these indicators were originally compiled for a sample bushland reserve site. During 2014/2015 the next phase of measurement extended the sample bushland reserve site to all of Council's actively managed bushland reserves. As a result, new baselines have been developed and bushland condition ratings compiled for the year 2015/2016, based on all of Council's actively managed bushland reserves, and compared against the new baseline.						
N3.1.1.A	Creeks tested that maintain or improve their stream health score.	In 2012/2013 100% of tested creeks maintained or improved their stream health score. (Data source: Council)	100	%	100	
N3.1.1.B	Physical creek remediation projects completed.	Number completed per year.	1	Projects	1	
N3.1.1.C	Rubbish diverted from our waterways (tonnes)	1,887 tonnes (volume) diverted per year. (Data source: Council)	1,887	Tonnes	2,043	



N5.1.1.A	Percentage household waste diverted from landfill.	In 2012/2013 60% of total household waste was diverted from landfill. (Data source: Council)	60	%	57	
Comment: Paper tonnages continue to drop due to a downturn in the newspaper industry.						
N4.1.1.A	Residents involved in climate change adaptation activities during the year.	In 2012/2013 there were 106 participants in climate change adaptation activities. (Data source: Council)	106	Participants	278	
N5.1.2.A	Household potable water consumption per capita. <i>Lesser is better.</i>	In 2012/2013 there was 83.02 kL/capita water consumption (based on Estimated Residential Population (ERP) of 116,527. (Data source: Sydney Water)	83.02	kL/ capita	79.89	
N5.1.2.B	Household electricity consumption per capita. <i>Lesser is better.</i>	In 2012/ 2013 there was 3,187kWh household energy consumption per capita. (Data source: Ausgrid and RAPP2.0)	3,187	kWh/ capita	2,975	

Theme: Natural Environment

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

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
N1.1.1	Increased community understanding of the value of the natural environment and local environmental issues and impacts. <i>Responsible Officer: Director Strategy & Environment</i>	<input checked="" type="checkbox"/>	Local Community Groups, Local Environmental Groups	Facilitate, Lead, Educate
Comments				
Annual increases in subscriptions to the suite of Council's Loving Living Ku-ring-gai program's social media and electronic communications and annual increases in community participation in Council's sustainability engagement programs is facilitating improved community understanding of environmental issues relevant to Ku-ring-gai. A 2015 community survey of Council's sustainability engagement programs revealed that 94% of respondents increased their knowledge about an environmental or sustainability issue and 89% of respondents had increased awareness of their environmental impact as a result of participating in these programs. Progressing in accordance with Delivery Program – Year 3.				

Critical Action

Code	Description	Progress	Comments
N1.1.1.1	Expand communication mechanisms and channels to broaden community outreach and participation. <i>Responsible Officer: Director Strategy & Environment</i>	<input checked="" type="checkbox"/> 100%	Council's engagement with the Ku-ring-gai community on environmental and sustainability continues to grow in strength, particularly through the utilisation of electronic and social media. Council's Loving Living Ku-ring-gai Facebook page now has 2390 followers and in the last six months posts on this page registered 173855 impressions in the feeds of its followers and were clicked on 4167 times. The Loving Living Ku-ring-gai Twitter account has 411 followers. The Envirotube channel on YouTube now has 627 subscribers and the videos on the channel have registered 219000 views. The monthly sustainability e-news from Council now has 2113 subscribers who clicked on articles 3150 times between January and June 2016.

Operational Plan Tasks

Code	Description	Progress	Comments
N1.1.1.1.1	<p>Utilise a variety of communication mechanisms and channels for different target groups to deliver environmental information.</p> <p>Responsible Officer: <i>Manager Environment & Sustainability</i></p>	<p> 100%</p>	<p>Council's engagement with the Ku-ring-gai community on environmental and sustainability continues to grow in strength, particularly through the utilisation of electronic and social media. Council's Loving Living Ku-ring-gai Facebook page now has 2390 followers and in the last six months posts on this page registered 173855 impressions in the feeds of its followers and were clicked on 4167 times. The Loving Living Ku-ring-gai Twitter account has 411 followers. The Envirotube channel on YouTube now has 627 subscribers and the videos on the channel have registered 219000 views. The monthly sustainability e-news from Council now has 2113 subscribers who clicked on articles 3150 times between January and June 2016.</p>

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
N1.1.2	<p>Increased community action that benefits the environment.</p> <p>Responsible Officer: <i>Director Strategy & Environment</i></p>	<p></p>	<p>Local Community Groups, Local Environmental Groups</p>	<p>Facilitate, Lead</p>
<p>Comments</p> <p>Annual increases in community participation in Council's sustainability engagement programs is facilitating increased community action that benefits the Ku-ring-gai environment. A 2015 community survey of Council's sustainability engagement programs revealed that 91% of respondents had undertaken more action to improve the local environment as a result of participating in these programs. Progressing in accordance with Delivery Program – Year 3.</p>				

Critical Action

Code	Description	Progress	Comments
N1.1.2.1	<p>Development of environmental resources, tools and targeted education programs for a range of user groups.</p> <p>Responsible Officer: <i>Director Strategy & Environment</i></p>	<p> 100%</p>	<p>During the reporting period Council's sustainability engagement programs continued to attract community members to a broad range of initiatives. The success of these initiatives is evident in the significant growth in participant numbers and the age groups involved.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
N1.1.2.1.1	<p>Develop and deliver programs, resources and education demonstration sites at the Wildflower Garden.</p>	<p></p>	<p>This period (January to June) has seen the continued development and presentation of environmental education programs. In the past twelve weeks</p>



	<p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	<p>100%</p>	<p>we have had 567 school children participate in education programs presented by the Precinct Rangers. In the same period the Wildflower Garden catered for 69 Birthday Parties involving 895 children. These programs offer a variety of opportunities for children (and often their parents) to engage with the local flora and fauna. The Garden now has a Diamond Python, two turtles and two Stick Insects that are used as part of these programs. The Toddlers and Tadpoles program continues to grow with 591 toddlers (and their mums) participating in 27 programs over the January to June period. An after school initiative called Junior Rangers has had 21 sessions with 340 children attending and participating in a more in depth environmental education and sustainability program.</p>
<p>N1.1.2.1.2</p>	<p>Deliver environmental resources and programs for residents.</p> <p>Responsible Officer: <i>Manager Environment & Sustainability</i></p>	<p><input checked="" type="checkbox"/> 100%</p>	<p>During the last six months, Council's Loving Living Ku-ring-gai events program delivered a bush foods discovery bushwalk, a talk on disaster-planning for pet-owners, a cheese and yoghurt-making workshop, a solitary bee habitat-making workshop, a tick information talk, a talk on Banksia plants, a cooking with bush foods workshop, a workshop on making beeswax foodwraps, an introduction to keeping chickens workshop, a talk on small brown birds, a Bushcare volunteer morning tea, a community forum on citizen activism, a talk on pool to pond conversions, a forum on biodiversity reforms, a talk by Steve Austin on using dogs for conservation, and a talk on ethical fashion. In total 699 people attended these events.</p> <p>Two 'Introduction to Bushcare' events and the Welcome Bus Tour were cancelled due to lack of numbers, while the Gross Day Out tour of water infrastructure and Aboriginal Heritage Walk were cancelled due to inclement weather.</p> <p>Council's Environment and Sustainability team also had a prominent display at the Festival on the Green in St Ives in May. Through the Greenstyle program, 22 garden advice visits were conducted, while 19 home sustainability conversations with local residents resulted from the Greenstyle presence at Gordon Library. 574 dumping/encroachment educational letters were distributed to properties around Gordon, St Ives, South Turramurra, Roseville Killara, Lindfield, East Killara and Killara. A total of 30 dumping/encroachment issues were reported, with 27 investigated and either closed or referred and three still open.</p> <p>Through the Compost Revolution program, 151 residents were engaged via the websites and its tutorials, while 11 worm farms and 11 compost bins were distributed to Ku-ring-gai households. The Wild Things program supported the conversion of three pools into ponds and distributed 13 beehives. Council's Bushcare, Streetcare and Parkcare programs have 734 volunteers across 165 sites.</p> <p>There are two community gardens in Ku-ring-gai (including the Turramurra</p>



			<p>Lookout Community Garden, which have a total membership of 50 people).</p> <p>Through the Fridge Buyback program, 156 energy guzzling second fridges and upright freezers were switched off and collected from Ku-ring-gai homes for degassing and recycling (including 68 as part of an Earth Hour promotion). This will cut the community-wide electricity consumption by about 156 megawatt-hours annually and save each household about \$300 each year on their electricity bills.</p>
N1.1.2.1.3	<p>Deliver environmental resources and programs for businesses.</p> <p>Responsible Officer: <i>Manager Environment & Sustainability</i></p>	<p> 100%</p>	<p>The Better Business Partnership program (BBP) delivers environmental/sustainability programs to small to medium businesses in Ku-ring-gai. As at the end of the 2015/2016 BBP membership in Ku-ring-gai stands at 217. This is an increase of 63 new members over the past financial year. The BBP Officer appointed to Ku-ring-gai is Matt Potter and Matt has provided a strong and targeted service to Ku-ring-gai businesses particularly in the area of waste management with the Bin Trim program. The appraisals and accreditation of new members current performance had occurred in 31 businesses with a target of all new members being appraised in their first year of membership. 60 existing members are re-appraised periodically to evaluate the progress they are making and for the statistics to be used in BBP's end of financial year report. To date 23 businesses had been reappraised in the 2015/2016 financial year with a further 27 yet to appraised.</p> <p>The savings by business in terms of energy and water consumption will be reported on early in the next financial year when the final report from BBP is made available to the member Councils.</p>
N1.1.2.1.4	<p>Deliver environmental resources and programs for schools.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	<p> 100%</p>	<p>The Wildflower Garden hosted 19 schools with 658 students for environmental programs during this period. The new after school program continues to be popular with over 30 regular attendees and between 2 and 8 casual attendees. During this period the Garden staff have acquired a diamond python and secured a qualified home for it with heat mats and lighting. The python was licensed by the Department of Primary Industry and is now a very popular exhibit for school groups.</p>

Issue: Natural Areas.

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
N2.1.1	Strategies and plans are relevant and implemented to improve the conservation and recovery of flora and fauna. <i>Responsible Officer: Director Strategy & Environment</i>		Office of Environment and Heritage, Department of Planning and Environment, Bushcare, National Parks and Wildlife Service, Local Community and Environmental Groups	Deliver, Lead
Comments				
A number of policies and strategies, namely the Bushland Dumping and Encroachment Policy, Water Sensitive City Policy, Biodiversity Policy, Fauna Management Policy and Climate Change Adaptation Strategy, have recently been updated to reflect best practice environmental management for the conservation of flora and fauna in Ku-ring-gai. Progressing in accordance with Delivery Program – Year 3 subject to the completion of a review of the Bushland Reserves Plan of Management.				

Critical Action

Code	Description	Progress	Comments
N2.1.1.1	Implementation of Bushland Reserves Plan of Management. <i>Responsible Officer: Director Operations</i>	 50%	Priority actions from the existing Bushland Reserves Plan of Management continue to be implemented across both departments in the key areas of bushland regeneration, community engagement, pest species control, dumping and encroachment regulation, weed control, track and trail maintenance, catchment management and bushfire management. Reason Site Management Plans are still in development stage and are required to further update the Bushland Reserves Plan Of Management. Remedial Action Due for completion in 2016/2017 period.

Operational Plan Tasks

Code	Description	Progress	Comments
N2.1.1.1.1	Finalise review of the Ku-ring-gai Bushland Reserves Plan of Management and implement priority actions including bushland regeneration activities. <i>Responsible Officer: Manager Environment & Sustainability</i>	 50%	Outcomes of the existing Bushland Reserves Plan of Management are being successfully implemented through the application of Council's policies, procedures, bushfire management committees and maintenance programs. Reason Awaiting the completion of a review of the Bushland Reserves Plan of Management. Focus has been on the creation of site management plans and



			<p>policies which would inform this plan.</p> <p>Remedial Action</p> <p>The Bushland Reserves Plan of Management review will be completed in the 2016/2017 Operational Plan.</p>
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Critical Action

Code	Description	Progress	Comments
N2.1.1.2	<p>Implementation of Biodiversity Policy.</p> <p><i>Responsible Officer: Director Strategy & Environment</i></p>	<p> 100%</p>	<p>Council's Draft Biodiversity Policy has been developed and endorsed by Council for public exhibition. Priority actions from Council's 2006 Biodiversity Strategy continue to be implemented during this process.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
N2.1.1.2.1	<p>Implement priority actions from the Biodiversity Policy.</p> <p><i>Responsible Officer: Manager Environment & Sustainability</i></p>	<p> 100%</p>	<p>Council's Draft Biodiversity Policy has been developed and endorsed for public exhibition. Targeted external stakeholder consultation is being conducted in the 2016/17 financial year to harness the community's aspirations and goals. Priority actions from Council's 2006 Biodiversity Strategy continue to be implemented during this process.</p>

Critical Action

Code	Description	Progress	Comments
N2.1.1.3	<p>Bushland maintenance activities are undertaken in accordance with adopted strategies and plans to enhance flora and fauna.</p> <p><i>Responsible Officer: Director Operations</i></p>	<p> 100%</p>	<p>Council's Bushland maintenance activities continue to be performed in line with adopted strategies and plans. Regeneration sites are all being maintained in accordance with the policy and Council has commenced the process of finalising Bush Regeneration Site Management plans that will assist with monitoring and reporting on achievements at each site.</p>

Key Achievements

<p>Completion of Ecological Burns at Browns Forest and Mashman's Quarry to enhance Blue Gum High Forest populations.</p> <p>Work on the Linking Landscapes agreement at Sheldon Forest and Rofe Park.</p> <p>Works completed at Auluba Reserve and Ku-ring-gai Wildflower Garden to further protect Critically Endangered Species as part of current and future Saving Our Species Conservation projects in conjunction with the NSW Office of Environment and Heritage.</p>
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Operational Plan Tasks

Code	Description	Progress	Comments
N2.1.1.3.1	<p>Implement service level agreements and report on activities and outputs for bush regeneration, noxious weeds and feral animals.</p> <p>Responsible Officer: <i>Manager Open Space Operations</i></p>	 100%	<p>Council's Bushland Regeneration Program has been completed according to the prioritisation matrix. Council has also completed a regional fox baiting program during the quarter. All reactive noxious weed removal requests have been inspected and controls scheduled where necessary.</p>

Critical Action

Code	Description	Progress	Comments
N2.1.1.4	<p>Integrated monitoring and evaluation framework informs investment and management priorities in our bushland.</p> <p>Responsible Officer: <i>Director Strategy & Environment</i></p>	 94%	<p>Council's Fauna Management program has included:</p> <ul style="list-style-type: none"> - The management of fauna monitoring data collected through university and other research projects conducted within the local government area - Mapping and monitoring of flying-fox extents within the Ku-ring-gai Flying Fox Reserve - Timely updates to Council's BioBase database, to improve knowledge of species distribution and abundance. - A general fauna survey was completed at Rofe Park and Sheldon Forest. A monitoring methodology is currently being developed to assess fauna response to ecological burning and fencing which could be applied LGA wide, to be finalised next financial year. <p>Council continues to undertake broad and targeted remote camera surveys in association with volunteer organisations such as WildThings NSW. General surveys have been conducted across 10 reserves whilst targeted surveys have focussed on threatened species including the Eastern Pygmy Possum and Powerful Owl.</p>

Key Achievements

In 2015/16 Council revitalised the Fauna Monitoring program to gain a broad picture of what species exist within reserves using survey methods such as nest boxes, remote wildlife cameras and spotlighting. Data collected is stored in Council's biodiversity database and shared among other databases such as NSW Atlas. This information will continue to help Council and the community gain an understanding of the health and biodiversity of reserves; assist management decisions in the prioritisation for habitat improvement funding and inform the undertaking of environmental assessments for developments and activities including operational and capital works. The development of a Fauna Management Policy, currently under public exhibition, will further support monitoring efforts and associated biodiversity initiatives.

Operational Plan Tasks

Code	Description	Progress	Comments
N2.1.1.4.1	<p>Implement fauna monitoring program.</p> <p>Responsible Officer: <i>Temporary Team Leader Natural Areas</i></p>	 100%	<p>Council's fauna management program has included:</p> <ul style="list-style-type: none"> - The management of fauna monitoring data collected through university and other research projects conducted within the local government area - The mapping and monitoring of flying-fox extents within the Ku-ring-gai Flying Fox Reserve - Updates to Council's BioBase database to improve knowledge of species distribution and abundance. <p>A general fauna survey was completed at Rofe Park and Sheldon Forest during the period. A monitoring methodology is also being developed to assess fauna response to ecological burning and fencing which could be used LGA wide, to be finalised next financial year.</p> <p>General and targeted remote camera surveys were undertaken, including Council and WildThings NSW volunteer input. A general survey was conducted at 10 reserves across the local government area, whilst target surveys have focussed on Eastern Pygmy Possums and a Powerful Owl Nest.</p> <p>The targeted monitoring of Eastern Pygmy Possums has recorded additional locations where the population is present. The program will be expanded to 20 nest boxes. A program plan to guide the volunteers was completed.</p> <p>Powerful Owl monitoring at a reserve in Roseville provided excellent results and information and lead to numerous media stories aimed at supporting Powerful Owl, biodiversity conservation and hollow bearing tree retention.</p>
N2.1.1.4.2	<p>Implement bushland monitoring program.</p> <p>Responsible Officer: <i>Manager Open Space Operations</i></p>	 91%	<p>Monitoring of all programmed sites using the Site Monitoring and Evaluation Form has been completed for the financial year. A contract brief has been sent out for the completion of the Ku-ring-gai Flying Fox Reserve Site Management Plan. It is expected that the plan will be completed by August 2016.</p>
N2.1.1.4.3	<p>Report quarterly on achievements for all bush regeneration sites in accordance with monitoring and evaluation framework.</p> <p>Responsible Officer: <i>Manager Open Space Operations</i></p>	 91%	<p>All sites have been reported on in accordance with the new monitoring and evaluation form. A site management plan for Flying Fox Reserve has been sent to consultants to assist in its completion.</p>

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
N2.1.2	Ecological protection and understanding is integrated within land-use planning. <i>Responsible Officer: Director Strategy & Environment</i>	<input checked="" type="checkbox"/>	Office of Environment and Heritage, Department of Planning and Environment, Bushcare, National Parks and Wildlife Service, Local Community and Environmental Groups	Deliver, Lead
Comments				
Ecological provisions are incorporated into Ku-ring-gai's Local Environmental Plans and Development Control Plans and Council's environmental assessment procedures. Progressing in accordance with Delivery Program – Year 3.				

Critical Action

Code	Description	Progress	Comments
N2.1.2.1	Effective guidelines, processes, training and monitoring is in place to ensure ecological protection is integrated within land-use planning. <i>Responsible Officer: Director Strategy & Environment</i>	<input checked="" type="checkbox"/> 100%	All environmental assessments continued to contain appropriate conditions to ensure they achieve the objectives of the riparian and biodiversity provisions within the Principal Local Environmental Plan and Development Control Plan.

Operational Plan Tasks

Code	Description	Progress	Comments
N2.1.2.1.1	Implement and monitor guidelines and templates for environmental assessment processes. <i>Responsible Officer: Manager Environment & Sustainability</i>	<input checked="" type="checkbox"/> 100%	Council's environmental assessment templates are continually updated to reflect any legislative changes and requirements. An Environmental Impact Assessment 'Quick Guide' has been developed, providing guidance on the level of assessment required for all Council works and activities and the associated templates for environmental assessment completion.
N2.1.2.1.2	Apply Development Assessment conditions that reflect Council policies and that are consistent with riparian and biodiversity provisions within the Principal Local Environmental Plan and Development Control Plan. <i>Responsible Officer: Manager Development Assessment Services</i>	<input checked="" type="checkbox"/> 100%	All development consents contain appropriate conditions to ensure they achieve the objectives of the riparian and biodiversity provisions within the Principal Local Environmental Plan and Development Control Plan.

Critical Action

Code	Description	Progress	Comments
N2.1.2.2	Assessment and regulatory actions contribute to improved water quality through application of appropriate DA conditions, assessment of stormwater management and protection of waterways throughout the entire development process. <i>Responsible Officer: Director Development & Regulation</i>	 100%	All applications are assessed and reviewed by suitably qualified professionals to ensure the water management, biodiversity, riparian and bushfire objectives of Council's controls are upheld.

Operational Plan Tasks

Code	Description	Progress	Comments
N2.1.2.2.1	Development Assessment conditions are reviewed and updated as appropriate. <i>Responsible Officer: Manager Development Assessment Services</i>	 100%	All development application conditions are continuously reviewed and updated as appropriate to ensure their currency and improve their efficacy.

Issue: Natural Waterways.

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
N3.1.1	The condition of natural waterways and riparian areas have improved and water harvesting and reuse has significantly increased. <i>Responsible Officer: Director Strategy & Environment</i>		Office of Environment and Heritage, Department of Planning and Environment, Hawkesbury-Nepean Catchment Management Authority, Universities, Utilities	Deliver, Lead
Comments				
Council's stream health monitoring program continues to demonstrate that 100% of the creeks tested have maintained or improved their stream health score. Council also continues to bring more stormwater harvesting systems on line, facilitating increased water harvesting and reuse. Progressing in accordance with Delivery Program – Year 3.				

Critical Action

Code	Description	Progress	Comments
N3.1.1.1	<p>Best practice research informs Council's water management programs.</p> <p>Responsible Officer: Director Strategy & Environment</p>	 100%	<p>Council continues to be an active participant in research programs and partnerships to advance sustainable practices, technologies, standards and policies that minimise adverse environmental, social and economic impacts caused by stormwater. Council maintains involvement with the Co-operative Research Centre for Water Sensitive Cities, the Greater Sydney Local Land Services Local Government Advisory Group, Stormwater NSW and the NSW Stormwater Industry Association as an active committee member. Membership provides opportunity for Council staff to network across disciplines and influence stormwater policy, legislation and industry guidelines at a local and national level.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
N3.1.1.1.1	<p>Participate in research programs and partnerships to advance water management.</p> <p>Responsible Officer: Temporary Team Leader Natural Areas</p>	 100%	<p>Council continues to be an active participant in research programs and partnerships to advance water management. Council maintains involvement with the Co-operative Research Centre for water sensitive cities and are also undertaking a water quality research project with the University of Technology Sydney.</p>

Critical Action

Code	Description	Progress	Comments
N3.1.1.2	<p>Implementation of Integrated Water Cycle Management Policy and Strategy.</p> <p>Responsible Officer: Director Strategy & Environment</p>	 98%	<p>Council's Draft Water Sensitive City Policy and Strategy has been developed and endorsed for public exhibition. Activities from Council's Integrated Water Cycle Management Policy and Strategy continue to be implemented,</p>

Operational Plan Tasks

Code	Description	Progress	Comments
N3.1.1.2.1	<p>Finalise the Water Sensitive City Policy and Strategy and implement priority actions.</p>		<p>Council's Water Sensitive City Policy has been developed and endorsed for public exhibition. This Policy is a consolidation of Council's Riparian Policy (2004), Integrated Water Cycle Management Policy and Strategy (2008) and</p>

	Responsible Officer: <i>Manager Environment & Sustainability</i>	95%	Interim Water Recycling and Reuse Policy (2011). A Strategic Directions paper for the Water Sensitive City Strategy was placed on public exhibition along with the policy.
N3.1.1.2.2	Implement stream health monitoring program. Responsible Officer: <i>Temporary Team Leader Natural Areas</i>	<input checked="" type="checkbox"/> 100%	Implementation of actions from the Water Cycle Management Policy and strategy have been completed as planned. Stream health monitoring was completed in Spring 2015 and Autumn 2016 with results showing our waterways are in generally maintaining their level of health as measured by the SIGNAL2 stream health indicator.

Critical Action

Code	Description	Progress	Comments
N3.1.1.3	Ensure maintenance programs are in place for Council's Water Sensitive Urban Design (WSUD) devices. Responsible Officer: <i>Director Operations</i>	<input checked="" type="checkbox"/> 100%	The service contract is in place and progressing in accordance with adopted service level.

Operational Plan Tasks

Code	Description	Progress	Comments
N3.1.1.3.1	Maintain WSUD Devices in accordance with adopted service contract. Responsible Officer: <i>Director Operations</i>	<input checked="" type="checkbox"/> 100%	A cleaning contract is in place and continuing as per service level requirements.

Critical Action

Code	Description	Progress	Comments
N3.1.1.4	Ensure water harvesting devices are operating to capacity. Responsible Officer: <i>Director Operations</i>	<input checked="" type="checkbox"/> 100%	All water harvesting systems have been audited and any issues documented. Council's Irrigation/Turf Technical Officer has been monitoring performance of these systems weekly and reporting any changes that are required. Additional funding has been allocated this year to ensure ongoing maintenance and repair of pumps and tanks and a program is being developed for an annual maintenance schedule.

Key Achievements

Irrigation tanks have been cleaned at Tryon Oval, Edinburgh Oval, Koola Park and Barra Brui Oval. 7 pumps have been serviced at various locations

Operational Plan Tasks

Code	Description	Progress	Comments
N3.1.1.4.1	Review efficiency of facilities and report on frequency of maintenance. <i>Responsible Officer: Manager Open Space Operations</i>	 100%	All water harvesting facilities have been audited regularly during this period to ensure compliance and operation at full capacity. The majority of pumps were serviced and tanks and dams cleared of sludge to maximise capacity of pumps and recycled water harvesting facilities. Servicing and cleaning works took place at Koola Park, Lindfield, Barra Brui, Cliff Oval and Gordon Golf Course.

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
N3.1.2	Ecological protection of our waterways is integrated within land-use planning. <i>Responsible Officer: Director Strategy & Environment</i>		Office of Environment and Heritage, Department of Planning and Environment, Hawkesbury-Nepean Catchment Management Authority, Universities, Utilities	Deliver, Lead
Comments				
Riparian provisions are incorporated into Ku-ring-gai's Local Environmental Plans and Development Control Plans and Council's environmental assessment procedures. Progressing in accordance with Delivery Program – Year 3.				

Critical Action

Code	Description	Progress	Comments
N3.1.2.1	Implementation of Council's Riparian Policy. <i>Responsible Officer: Director Strategy & Environment</i>	 100%	Council's riparian provisions continued to be incorporated into key Council policies related to land-use, environmental assessment and environmentally sustainable practices.

Operational Plan Tasks

Code	Description	Progress	Comments
N3.1.2.1.1	Implement riparian provisions as part of Council's Water Sensitive City Policy and Strategy. <i>Responsible Officer: Temporary Team Leader Natural Areas</i>	 100%	Reference to Council's riparian provisions has been included within Council's draft Water Sensitive City Policy and Strategy which was placed on public exhibition in June 2016. Riparian provisions are currently being implemented as a result of their incorporation into the Ku-ring-gai Local Environmental Plans and Development Control Plans. Relevant updates are also being made as part of the Ku-ring-gai



			Local Environmental Plan town centre and principal consolidation process. Riparian provisions have also been incorporated into, and are implemented through, our internal environmental assessment procedures.
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Issue: Climate Change.

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
N4.1.1	The community is effectively informed and engaged on climate change issues. <i>Responsible Officer: Director Strategy & Environment</i>	<input checked="" type="checkbox"/>	Office of Environment and Heritage, National Parks and Wildlife Service, Department of the Environment, National Climate Change Adaptation Research Facility, Emergency Management Agencies, Universities, Community Groups, Residents	Facilitate, Lead

Comments

Council's Climate Wise Communities program delivers a number of workshops annually to assist the community to improve their resilience to the impacts of extreme weather events as a result of climate change. Progressing in accordance with Delivery Program – Year 3.

Critical Action

Code	Description	Progress	Comments
N4.1.1.1	Programs are being implemented to build community resilience to the impacts of climate change and extreme weather events. <i>Responsible Officer: Director Strategy & Environment</i>	<input checked="" type="checkbox"/> 100%	During 2015 the Climate Wise Communities (CWC) program received grant funding from the Ministry of Police and Emergency Services. Since June 2015, the CWC program has delivered 10 workshops or community events to assist Ku-ring-gai residents to build their resilience to the impacts of severe weather events, attracting 278 participants. Council also supported seven partner councils participating in this phase of the CWC program to deliver CWC workshops in their areas. The CWC workshop model and associated resource materials are being packaged for Council's website. An independent review by Macquarie University found that the CWC program "deserves ongoing commitment so it can reach a broader range of Australian and international communities".

Key Achievements

Council's Climate Wise Communities program has delivered workshops and community events to 863 Ku-ring-gai residents or members of the broader community since it's commencement in 2012. It aims to build resilience to the impacts of severe weather events as a result of a changing climate. Over the last 12 months, the CWC program has been developed into a resource for other councils and agencies to deliver CWC workshops in their own areas and to target their particular climate priorities. During this time the CWC program also delivered capacity building workshops to 129 participants and presented the program to 149 conference/seminar attendees.

Operational Plan Tasks

Code	Description	Progress	Comments
N4.1.1.1.1	Deliver the Climate Wise Communities program. <i>Responsible Officer: Manager Environment & Sustainability</i>	 100%	<p>With the Community Resilience Innovation Program final report having been submitted, the Climate Wise Communities program has entered a planning phase. The Climate Wise Communities is a program funded by the Ministry for Police and Emergency Services, to enable other Councils to use the resources, format and process developed for the Ku-ring-gai local government area. The final element of the project is development of a website. Whilst it has been fully developed, this project still needs finalisation and migration into Council's web site. This was considered by IT staff to be the best way to manage the website without adding resources to the task. Once this migration step has been completed, the website can be accessed by other local government or emergency management agencies.</p> <p>Three Climate Wise Communities workshops for the 2016/2017 year have been confirmed with the Rural Fire Service and State Emergency Service. In addition to these commitments, program support will be provided to a workshop for the North Turrumurra community to support roll out of the North Turrumurra Community Protection Plan.</p>

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
N4.1.2	Council's vulnerability to climate change is reduced. <i>Responsible Officer: Director Strategy & Environment</i>		Office of Environment and Heritage, National Parks and Wildlife Service, Department of the Environment, National Climate Change Adaptation Research Facility, Emergency Management Agencies, Universities, Community Groups, Residents	Deliver, Lead
Comments				
Council recently updated its Climate Change Adaptation Strategy. The updated Strategy provides a management framework for Council to reduce its vulnerability and improve its resilience to the impacts of climate change, in relation to service delivery, operations and people. Progressing in accordance with Delivery Program – Year 3.				

Critical Action

Code	Description	Progress	Comments
N4.1.2.1	Develop initiatives to build Council's capacity to prepare, respond and recover to the increasing severity and frequency of extreme weather events as a result of a changing climate	 100%	Council's Draft Climate Change Adaptation Strategy has been developed and adopted for public exhibition, providing a framework for Council to respond to the challenges of climate change, such as flooding and rising temperatures. An internal workshop to guide managers through the climate adaptation risk assessment and planning tool has been conducted and will inform the



	<p>Responsible Officer: Director Strategy & Environment</p>		<p>implementation of adaptation priorities.</p> <p>A series of interviews with community groups and the Local Emergency Management Committee (LEMC) regarding the viability of a community volunteer network in Ku-ring-gai to better respond to severe weather events have been undertaken. LEMC is working collaboratively with groups such as Risk Frontiers to better understand the role of community in emergency risk management. Further research and consultation is planned in the next reporting quarter.</p>
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Operational Plan Tasks

Code	Description	Progress	Comments
N4.1.2.1.1	<p>Pursue viable opportunities for a community volunteer network to respond to extreme weather events.</p> <p>Responsible Officer: Manager Environment & Sustainability</p>	<p> 100%</p>	<p>An Environmental Education Trust grant was submitted in April 2016 to further develop the bushfire resilience of properties in Ku-ring-gai. Part of this project would see further development of the networking initiative. This grant was not successful and other grant opportunities will be considered. There are existing networks in Ku-ring-gai that may be suitable to engage in emergency management planning but further consideration needs to be given to how these networks might be resourced over time without adding a financial burden and staff obligations to Council.</p> <p>Internally, a managers' workshop was held to guide managers through the climate adaptation risk assessment and adaptation planning tool. Once the consultation period has been completed the data will be analysed and a list of adaptations in priority order will be returned to the managers for their consideration. This foundation step has provided the managers with a process to roll out climate adaptation strategies into the future.</p>

Issue: Sustainable Resource Management.

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
N5.1.1	The community is responsible and engaged in improved recycling and reduction in resource use. <i>Responsible Officer: Director Operations</i>		Office of Environment and Heritage, Northern Sydney Region of Councils, Department of the Environment, Utilities, NSW Environment Protection Authority	Facilitate, Lead
Comments				
During the year Council staff completed workshops and education programs with the community and schools to help improve recycling and waste reduction. Staff resourcing shortages in waste education has delayed the delivery of some programs. Progressing in accordance with Delivery Program – Year 3 subject to availability of appropriate resources.				

Critical Action

Code	Description	Progress	Comments
N5.1.1.1	Recycling services are provided and waste recycling and avoidance education is enhanced. <i>Responsible Officer: Director Operations</i>	 77%	Council's waste education programs were completed for e-waste recovery, unit properties, chemical collection, and schools. These programs also included composting education and the Oz Harvest food waste recovery for food premises. EPA grant funded projects were not fully completed or delayed. Reason EPA grant funded projects were not fully completed due to recruitment processes not resulting in a suitable replacement for waste education and recycling programs. Remedial Action EPA funding to be rolled over to 2016/2017 and projects completed with new staff resources when appointed.

Operational Plan Tasks

Code	Description	Progress	Comments
N5.1.1.1.1	Deliver community waste education programs and report on recycling/diversion targets.		A successful Council E-waste collection event took place on 22-23 October 2015 with over 22 tonnes of electronic waste collected and sent for recycling. The chemical collection event was also successfully held on 28 – 29 June with



	<p>Responsible Officer: Manager Waste</p>	<p>100%</p>	<p>approximately 2400 cars coming through the gates and over 89 tonnes of material collected and diverted from landfill and waterways.</p> <p>A new 'units and apartments' waste and recycling brochure has been developed to assist in promoting Council's waste and recycling collection service to residents. This brochure has also been translated into Chinese Traditional, Chinese Modern, Korean and Japanese languages.</p> <p>A recycling quiz has also been created and went live in December 2015 with 350 people taking on the challenge. Residents can learn about the common misconceptions of their recycling service and also receive a prize if they obtain a 100% correct score. There was a display in Gordon Library for recycling week with additional recycling information available.</p> <p>Two composting workshops were run in conjunction with National Recycling Week and National Composting Awareness Week at Kimbriki with 40 residents participating.</p> <p>The Schools Waste Education Workshops have concluded with 12 schools taking part and over 1000 children learning about waste and recycling, composting and worm farming along with a new littering module which was introduced this year.</p> <p>Over 200 local businesses were contacted and invited to participate in the Oz Harvest food donation/collection program.</p>
<p>N5.1.1.1.2</p>	<p>Deliver grant funded Waste Less Recycle More projects.</p> <p>Responsible Officer: Director Operations</p>	<p> 30%</p>	<p>EPA Grant Projects were limited to the Oz Harvest food recovery program, E-waste recovery event in October 2015 and the Recycling Quiz.</p> <p>Recruitment processes did not result in the appointment of a waste education officer. Remaining projects are to be rolled over for the following year.</p> <p>Reason</p> <p>Council conducted 3 recruitment processes that did not attract any suitable Project Officer candidates.</p> <p>Remedial Action</p> <p>Remaining grant funding will be rolled over for next year.</p>
<p>N5.1.1.1.3</p>	<p>Participate in the NSROC Regional Waste Disposal Contract and Regional Waste Plan actions.</p> <p>Responsible Officer: Director Operations</p>	<p> 100%</p>	<p>A regional waste disposal contract is in operation.</p>

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
N5.1.2	The community is responsible and engaged in energy and water conservation and efficiency programs. <i>Responsible Officer: Director Strategy & Environment</i>		Office of Environment and Heritage, Northern Sydney Region of Councils, Department of the Environment, Utilities, NSW Environment Protection Authority	Facilitate, Lead
Comments				
Council's Energy Smart Savers program provides the community with an opportunity to reduce their energy use and carbon footprint through an annual rebate scheme (currently for energy efficient pool pumps) and workshop series. Council's Water Smart program provides the community with an opportunity to reduce their water use and through an annual rebate scheme (for rainwater tanks and rain gardens) and workshop series. Progressing in accordance with Delivery Program – Year 3.				

Critical Action

Code	Description	Progress	Comments
N5.1.2.1	Implement educational programs to assist the community to reduce energy and water. <i>Responsible Officer: Director Strategy & Environment</i>	 100%	The energy and water savings achieved by the Ku-ring-gai community with support from Council continued to grow during the period. These were facilitated by the Energy Smart Savers program and pool pump rebates, the Water Smart Program and rebates and sustainability support through Council's Smart Units Program .

Operational Plan Tasks

Code	Description	Progress	Comments
N5.1.2.1.1	Deliver community energy reduction and water conservation programs. <i>Responsible Officer: Manager Environment & Sustainability</i>	 100%	The energy and water savings achieved by the Ku-ring-gai community with support from Council are growing. Between January and June 2016, 79 Energy Smart Savers pool pump rebates were paid totalling \$19750. This has supported the installation of 79 highly energy efficient pool pumps. It is expected that these new pumps will result in a combined annual reduction of electricity consumption of 150 megawatt-hours (MWh) and CO2 reduction of around 150 tonnes. There were two events held through the Energy Smart Savers program: - An information evening on solar power and storage for home owners which attracted 91 attendees. - A special information night on the end of the Solar Bonus Scheme which attracted 89 attendees. One Water Smart program workshop on rainwater tanks was conducted with 17 attendees. Rebates from Council through its Water Smart program also supported the installation of nine rainwater tanks in the community which have



			<p>a combined capacity of 45,385 litres and will reduce stormwater impacts on local waterways.</p> <p>Sustainability support through the Smart Units program is now delivered in a new format which provides grants for energy and water saving actions implemented by apartment blocks; with an additional rebate toward the cost of the initial audit to be paid following the submission of 12 months of data for measurement and analysis. Following a call for expressions of interest, four Ku-ring-gai apartment blocks have been engaged and identified total potential savings of more than \$169,000 per year. Implementation of energy-saving measures is now taking place.</p>
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Theme: Places, Spaces and Infrastructure

Performance Indicators

Code	Description	Baseline	Yearly Target	Units	Achieved Amount	Yearly Rating Image
P1.1.1.A	Tree Management requests actioned within agreed service delivery standards.	In 2012/2013 90% of the 5,000 tree management requests received were actioned within agreed service delivery standards. (Data source: Council)	90	%	75	
Comment: In 2015/2016 Council received 5634 Tree Management Requests. Due to the influx of requests during storm periods and resourcing issues in the reporting period, the yearly target of 90% compliance with agreed service standards was not achieved.						
P2.1.2.A	Percentage of development applications assessed largely consistent with relevant policies and legislation.	Annual target of 100% for assessing applications. (Data source: Council)	100	%	100	
P2.1.2.B	Development application determination times. <i>Lesser is better.</i>	Annual target for net median processing times for all applications is less than 80 days. (Data source: Council)	80	days	74	
P3.1.1.A	Percentage of Land and Environment Court matters that result in successful outcomes.	In 2012/13 Council was successful in over 90% of cases in the Land and Environment Court. (Data source: Council, Land & Environment Court)	90	%	92.5	
P6.1.2.A	Open space projects.	Completion of capital works programs within timeframes and budgets. (Data source: Council)	90	%	90	
P6.1.2.B	Satisfaction with the condition and maintenance of Council sporting fields.	Satisfaction level based on previous Council community surveys. (Data source: Community Satisfaction Survey)	75	%	75	
P6.1.2.C	Playground Safety Audit Program.	Completion of playground safety audit program within set timeframes. (Data source: Council)	100	%	100	
P7.1.1.A	Condition rating of community buildings.	In 2012/2013 there was an average condition rating of 3 on a scale of 1 (excellent) to 5 (poor) under Schedule 7 of the Local Government Act. (Data source: Council)	3	Condition rating	3	
P7.1.1.B	Potable water consumption (kL) in Council facilities. <i>Lesser is better</i>	In 2012/2013 potable water consumption in Council facilities was 98,282kL. (Data source: Council)	98,282	kL	101,555	
Comment: Total potable water consumption was stable. Across Council facilities consumption was 2% lower, but this was offset by additional consumption from the first full 12 months of operation of the Ku-ring-gai Fitness and Aquatic Centre.						
P7.1.1.C	Water reuse / recycling (kL) used by Council operations.	In 2012/2013 Council reused/ recycled 22,879kL of water from Council TECHSERV (leachate re-use and stormwater harvesting systems). (Data source: Water Conservation	22,879	kL	132,725	



		Group)				
	Comment: The result for 2015/2016 is a further significant increase over the 74,593kL used by Council operations in 2014/2015..					
P7.1.1.D	Electricity consumption (MWh) of Council's fixed assets. <i>Lesser is better</i>	In 2012/2013 there was 3,273 MWh electricity consumption of Council's infrastructure assets. (Data source: Utilities, Council)	3,273	MWh	5,581	
	Comment: The bulk of the increase in energy consumption is related to this being the first full year in which the newly commissioned Ku-ring-gai Fitness and Aquatic Centre is operating. A portion of the increase in energy consumption was also due to an unseasonably cold winter creating extra heating demand in many of Council's facilities where the air-conditioning systems are no longer operating efficiently.					
P7.1.1.E	Greenhouse gas emissions (tonnes CO2-e) from Council operations. <i>Lesser is better.</i>	In 2012/2013 there was 9,527 tonnes CO2-e greenhouse gas emissions from Council's infrastructure assets (electricity, gas, fleet, street lighting). (Data source: Council)	9,527	tonnes CO2-e	11,258	
	Comment: The bulk of the increase in estimated greenhouse gas emissions is related to this being the first full year in which the newly commissioned Ku-ring-gai Fitness and Aquatic Centre is operating. A portion of the increase was also due to an unseasonably cold winter creating extra heating demand in many of Council's facilities where the air-conditioning systems are no longer operating efficiently.					
P7.1.2.A	Utilisation of community halls and meeting rooms (during core times).	In 2012/2013 there was an average 75% utilisation of community halls and meeting rooms during core times. (Data source: Council)	75	%	79	
P8.1.2.A	Capital works programs for roads, footpaths and drains.	Completion of capital works programs within timeframes and budgets. (Data source: Council)	95	%	95.5	

Theme: Places, Spaces and Infrastructure

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

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
P1.1.1	Opportunities are provided to our community to contribute to plans for enhancing the local area and visual amenity of our centres. <i>Responsible Officer: Director Strategy & Environment</i>		Department of Planning and Environment, Local Community Groups, Residents	Facilitate, Lead
Comments				
Significant opportunities have been provided to the community to contribute to enhancing the local area and visual amenity, including the Lindfield Community Hub, Lindfield Library precinct, Turramurra Ray Street precinct and Gordon Town Centre. Progressing in accordance with Delivery Program Year 3.				

Critical Action

Code	Description	Progress	Comments
P1.1.1.1	Engage with community in masterplanning and design process for the local area. <i>Responsible Officer: Director Strategy & Environment</i>	 95%	Community consultation has been undertaken for the revitalisation of The Mall Shops, Warrimoo Avenue, St Ives Chase and consultation with local business owners at the Babbage Road Shops, Roseville Chase.

Operational Plan Tasks

Code	Description	Progress	Comments
P1.1.1.1.1	Engage with key stakeholders and the community in the revitalisation of our neighbourhood centres. <i>Responsible Officer: Manager Strategic Projects</i>	 95%	Key stakeholders and the community were consulted during the second quarter of 2015/16 on designs to revitalise The Mall Shops, Warrimoo Avenue St Ives Chase and construct an accessible link to The Mall Park. Council adopted the concept designs at the Ordinary Meeting of Council on 8 December 2015. Detailed design has been completed and tender documents and specifications are now being prepared for construction tenders during the first quarter of 2016/17. The Babbage Road Shops streetscape revitalisation was deferred until 2016/17 by Council resolution on 23 February 2016.

P1.1.1.1.2	Implement neighbourhood centres programs. <i>Responsible Officer: Director Strategy & Environment</i>	 95%	Improvement plans were progressed within constraints for current priority centres during the reporting period.
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Critical Action

Code	Description	Progress	Comments
P1.1.1.1.2	Invoking community pride in our local and civic centres. <i>Responsible Officer: Director Strategy & Environment</i>	 95%	Council's program of improvements to neighbourhood and local centres, supplemented with graffiti removal, cleaning of civic areas, parks maintenance and tree management services continue to contribute to the improvement and maintenance of the Ku-ring-gai area.

Operational Plan Tasks

Code	Description	Progress	Comments
P1.1.1.1.2.1	Develop concept plans for the neighbourhood centres informed by community engagement. <i>Responsible Officer: Manager Strategic Projects</i>	 95%	At the Mall Shops, the Council approved concept plan is being taken to detailed design and specification stage. Following this, Council received a number of late submissions seeking an additional disabled parking space at the front of the centre. This has required the redesign of the parking layout and subsequent access requirements, hence delaying the delivery of this project. Tenders for construction will be called in the first quarter of 2016-2017. After consultation with the local community during the next financial year, Council will consider adoption of a concept plan for Babbage Road shops. Detailed design and documentation will then be undertaken for tender and construction. The first stage of works, which is the reconstruction of the bus shelter adjoining the Community Centre on the opposite side of Babbage Road to make the shelter wheelchair accessible, will commence during the fourth quarter.

Critical Action

Code	Description	Progress	Comments
P1.1.1.1.3	Develop an agreed level of service for removal of graffiti and cleaning of areas to instil community pride. <i>Responsible Officer: Director Operations</i>	 100%	The agreed level of service was completed previously. For 2015/16, VandalTrak reported 358 incidents logged and closed.

Operational Plan Tasks

Code	Description	Progress	Comments
P1.1.1.3.1	<p>Overview Graffiti Removal response and report six monthly on actual vs targets for removal of graffiti on public land</p> <p><i>Responsible Officer: Manager Engineering Operations</i></p>	 100%	VandalTrak reports that 358 incidents were logged and closed for the 2015/16 period.

Critical Action

Code	Description	Progress	Comments
P1.1.1.4	<p>Ensure compliance with Tree Management Policy.</p> <p><i>Responsible Officer: Director Operations</i></p>	 85%	<p>Council received an above average 5600 requests for tree works during 2015/2016 including 1137 Private Tree Works Requests, 262 Potential breach of tree policies inspected, 2238 requests for tree works on public land, 1390 fallen branch requests, 478 fallen tree requests and 512 tree planting requests.</p> <p>Reason</p> <p>Timeframes for response did not meet goals due to staff vacancies and limited resources and an increase in requests during storm periods.</p> <p>Remedial Action</p> <p>Monitor and utilise additional resources at expected peak times.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
P1.1.1.4.1	<p>Implement the Tree Preservation Order and report on response times against targets for Tree Preservation Order requests.</p> <p><i>Responsible Officer: Director Operations</i></p>	 85%	<p>1137 requests for tree works approval were received for the 12 month period to 30 June. Response times for inspections were behind the targets specified.</p> <p>Reason</p> <p>Timeframes increased due to inspection of 262 potential breaches of Council's Tree Preservation Order during the reporting period, in addition to resourcing issues due to staff resignation and unplanned leave.</p> <p>Remedial Action</p> <p>Resources have been supplemented in the last quarter by agency staff and an internal secondment. Response times are currently at an acceptable level.</p>

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
P1.1.2	Strategies, plans and processes are in place to protect and enhance Ku-ring-gai's unique landscape character. <i>Responsible Officer: Director Strategy & Environment</i>		Department of Planning and Environment, Local Community Groups, Residents	Deliver, Lead
Comments				
Council has up-to-date Development Control Plans to protect and enhance the landscape. Development Assessment processes are in place to ensure the policy is implemented. Progressing in accordance with Delivery Program Year 3.				

Critical Action

Code	Description	Progress	Comments
P1.1.2.1	Improve and implement strategies, plans and processes to protect and enhance Ku-ring-gai's unique landscape character. <i>Responsible Officer: Director Strategy & Environment</i>	 100%	The Biodiversity offset policy was prepared as a draft but placed on hold due to potentially overriding state policy reform being announced. The Ku-ring-gai DCP and Local Centres DCP have been subject to a major review to update and align controls, including landscaping controls. Referral reports continue to be provided consistent with KLEP and DCP aims, objectives and controls.

Operational Plan Tasks

Code	Description	Progress	Comments
P1.1.2.1.1	Continue to review existing strategies and plans. <i>Responsible Officer: Manager Urban Planning</i>	 100%	The Ku-ring-gai DCP and Local Centres DCP have been subject to a major review to update and align controls, including landscaping controls, in both documents. The revised DCPs were adopted by Council on 14 June 2016 and came into effect on 24 June 2016.
P1.1.2.1.2	Protection of the unique landscape character through the development assessment process is consistent with State and local government controls. <i>Responsible Officer: Manager Development Assessment Services</i>	 100%	Referral reports continue to be provided consistent with KLEP and DCP aims, objectives and controls. In particular team members have provided critical expert advice in relation to numerous pre DA applications, DA referrals and involvement in Land & Environment Court appeals. This has resulted in improved landscape and environmental outcomes. Team members have also provided expert advice to Strategy in relation to the review of the DCP.
P1.1.2.1.3	Implement and monitor biodiversity offset policy.	 0%	This project was placed on hold due to the public exhibition of the NSW Biodiversity Conservation Bill and Local Land Services Amendment Bill 2016, which will significantly affect the management of biodiversity across the state

Responsible Officer: Manager Environment & Sustainability

(including offset requirements). A submission to this bill was submitted in June 2016.

The biodiversity offset policy is at preliminary draft stage. Key requirements to facilitate the tracking of the no net biodiversity loss have been identified and internal consultation has commenced in order to establish the required tracking systems and the creation of an Urban Forest Strategy. Further work on this policy will progress next financial year. This will entail extensive consultation with OEH, including participation in a Biodiversity offset calculator tool (pre-test and feedback) study.

Reason

This project was placed on hold due to the NSW Biodiversity Conservation Bill and Local Land Services Amendment Bill 2016, which will significantly affect the management of biodiversity across the state (including offset requirements). A submission to this bill was submitted in June 2016.

Remedial Action

Analysis and further consultation on the effects of the new offsetting requirements will be undertaken with OEH in 2016.

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
P1.1.3	Place making programs are being implemented for selected Council owned areas. <i>Responsible Officer: Director Strategy & Environment</i>	<input checked="" type="checkbox"/>	Department of Planning and Environment, Local Community Groups, Residents	Deliver, Lead

Comments

Key stakeholders and the community were consulted during 2015/16 on designs to revitalise The Mall Shops, Warrimoo Avenue St Ives Chase, including the construction of an accessible link to The Mall Park. With the adoption of the concept plan Council will be calling tenders for construction early in 2016/17. The Babbage Road Shops streetscape revitalisation was deferred until 2016/17 by Council resolution on 23 February 2016.

Critical Action

Code	Description	Progress	Comments
P1.1.3.1	Undertake a coordinated program of beautification and revitalisation. <i>Responsible Officer: Director Strategy & Environment</i>	<input checked="" type="checkbox"/> 100%	Key stakeholders and the community were consulted during the second quarter of 2015/16 on designs to revitalise The Mall Shops, Warrimoo Avenue St Ives Chase and construct an accessible link to The Mall Park. Council adopted the concept designs at the Ordinary Meeting of Council on 8 December 2015. Detailed design and tender documentation is nearing



			completion and construction tenders will be invited during the first quarter of 2016/17. The Babbage Road Shops streetscape revitalisation was deferred until 2016/17 by Council resolution on 23 February 2016.
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Operational Plan Tasks

Code	Description	Progress	Comments
P1.1.3.1.1	Report quarterly on established project teams and status of milestones for improvement works for neighbourhood centres consistent with place making. <i>Responsible Officer: Director Strategy & Environment</i>	<input checked="" type="checkbox"/> 100%	Key stakeholders and the community were consulted during the second quarter of 2015/16 on designs to revitalise The Mall Shops, Warrimoo Avenue St Ives Chase and construct an accessible link to The Mall Park. Council adopted the concept designs at the Ordinary Meeting of Council on 8 December 2015. Detailed design and tender documentation is nearing completion and construction tenders will be invited during the first quarter of 2016/17. The Babbage Road Shops streetscape revitalisation was deferred until 2016/17 by Council resolution on 23 February 2016.

Issue: Managing Urban Change.

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
P2.1.1	Land use strategies, plans and processes are in place to effectively manage the impact of new development <i>Responsible Officer: Director Strategy & Environment</i>	<input checked="" type="checkbox"/>	Department of Planning and Environment, Local Community Groups, Residents	Deliver, Advocate, Lead
Comments				
The Ku-ring-gai Local Environment Plan (2015), Local Centres Local Environmental Plan 2012 and associated Development Control Plans are in place to manage the impact of new development. Progressing in accordance with Delivery Program Year 3.				

Critical Action

Code	Description	Progress	Comments
P2.1.1.1	Develop plans and strategies that respond to the impacts of urban development.	<input checked="" type="checkbox"/> 100%	The Ku-ring-gai DCP and Local Centres DCP have been subject to a major review to update controls that manage the impacts of new development. Submissions have been made by Council on review of State Environmental Planning Policies. Staff have continued to participate in technical working



	<p>Responsible Officer: Director Strategy & Environment</p>	<p>groups on the new North District Plan. Staff also have briefed the newly appointed GSC North District Commissioner on planning issues in Ku-ring-gai.</p>
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Operational Plan Tasks

Code	Description	Progress	Comments
P2.1.1.1.1	<p>Respond to State Government Planning initiatives and reforms, including the new Planning Legislation.</p> <p>Responsible Officer: Manager Urban Planning</p>	<p><input checked="" type="checkbox"/> 100%</p>	<p>Staff have continued to participate in technical working groups on the new North District Plan. Staff also have briefed the newly appointed GSC North District Commissioner on planning issues in Ku-ring-gai.</p> <p>A submission was prepared and submitted on the NSW Government's proposal to expand the Codes SEPP to also include complying medium density housing as complying development. A submission was also made to the Department of Planning and Environment's preliminary review of a range of State Environmental Planning Policies. This included SEPP (Affordable Rental Housing), SEPP (Housing for Seniors & Disability), SEPP 19 (Bushland in Urban Areas) and Sydney Regional Environmental Plan (Sydney Harbour Catchment) 2005.</p>
P2.1.1.1.2	<p>Implement and monitor the Local Environmental Plans and supporting Development Control Plans</p> <p>Responsible Officer: Manager Urban Planning</p>	<p><input checked="" type="checkbox"/> 100%</p>	<p>The Ku-ring-gai DCP and Local Centres DCP have been subject to a major review to update controls. The revised DCPs were adopted by Council on 14 June 2016 and came into effect on 24 June 2016.</p> <p>A planning proposal to rezone and reclassify the Lindfield Library precinct in order to facilitate Council's adopted master plan was issued a Gateway Determination on 5 February 2016. The planning proposal and master plan were placed on public exhibition from 24 March 2016 to Monday 2 May 2016. The public hearing on the reclassification was held on Monday 6 June 2016.</p> <p>The Planning Proposal to reclassify the Tryon Road car park to facilitate the development of the Lindfield Village Green was issued a Gateway Determination on 7 March 2016. The Planning proposal has yet to be placed on public exhibition.</p> <p>The Planning Proposal to rezone and reclassify Council owned land at 5 Ray Street, 12 William Street and 1275 Pacific Highway to facilitate the Turramurra Hub master plan was issued a Gateway Determination on 5 April 2016. The planning proposal and preferred master plan were placed on public exhibition from 29 April to 27 May 2016.</p> <p>The planning proposal to change the zoning, height and floor space ratio on the Lindfield Community Hub site at Woodford Lane and Drovers Way to</p>



			<p>facilitate Council's adopted master plan was issued a Gateway Determination on 24 May 2016. The Planning proposal was placed on public exhibition on 24 June 2016.</p> <p>The planning proposal for the deferred areas under KLEP 2015 was submitted to DP&E for a Gateway Determination on 9 December 2015. The Gateway Determination was issued on 27 June 2016.</p>
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Term Achievement

Code	Description	Progress	Stakeholders	Council Role
P2.1.2	<p>Community confidence has continued in our assessment, regulatory and environmental processes.</p> <p><i>Responsible Officer: Director Development & Regulation</i></p>	<input checked="" type="checkbox"/>	Department of Planning and Environment, Local Community Groups, Residents	Deliver, Regulate
Comments				
Council's assessment, regulatory and environmental processes achieved set statutory and community outcomes during 2015/ 2016. Progressing in accordance with Delivery Program - Year 3				

Critical Action

Code	Description	Progress	Comments
P2.1.2.1	<p>Applications are assessed in accordance with State and local plans.</p> <p><i>Responsible Officer: Director Development & Regulation</i></p>	<input checked="" type="checkbox"/> 100%	All applications are assessed by qualified professional staff and all recommendations are peer reviewed to ensure consistency and that relevant legislation was considered.

Operational Plan Tasks

Code	Description	Progress	Comments
P2.1.2.1.1	<p>Assessments are of a high quality, accurate and consider all relevant legislative requirements.</p> <p><i>Responsible Officer: Director Development & Regulation</i></p>	<input checked="" type="checkbox"/> 100%	All DA assessments are peer reviewed to ensure high quality determinations that consider all relevant legislative requirements.
P2.1.2.1.2	<p>Manage the number of outstanding applications.</p> <p><i>Responsible Officer: Director Development & Regulation</i></p>	<input checked="" type="checkbox"/> 100%	The number of applications is constantly monitored to ensure there are no unreasonable delays in the assessment process.

P2.1.2.1.3	<p>Determine applications in an effective and efficient manner and within agreed timeframes.</p> <p>Responsible Officer: Director Development & Regulation</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Assessment of development applications continued to be undertaken efficiently during the reporting period and any delays were addressed to ensure the department met agreed timeframes. Processing times can be affected by a number of factors, including the number of multi-unit residential development applications received, complexity of applications, requirement for certain applications to be determined by the Joint Regional Planning Panel and determination of some applications by the Land and Environment Court. Development assessments during the period were also undertaken in accordance with Council's new Development Control Plans that supports the Ku-ring-gai Local Environmental Plan 2015 and Ku-ring-gai Local Environmental Plan (Local Centres) 2012.</p>
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Critical Action

Code	Description	Progress	Comments
P2.1.2.2	<p>Provide Regulatory Services consistent with State and local controls.</p> <p>Responsible Officer: Director Development & Regulation</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Council adopted its new Compliance Policy in early May 2016. All actions of staff in respect of enacting delegations regarding regulatory actions are carried out in accordance with the adopted policy.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
P2.1.2.2.1	<p>Regulatory action is undertaken in accordance with Council's Compliance Policy.</p> <p>Responsible Officer: Manager Compliance & Regulation</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Council's rangers have delivered consistency in reference to administering State and local legislation and Council adopted policies.</p>

Issue: Quality Urban Design and Development.

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
P3.1.1	<p>A high standard of design quality and building environmental performance is achieved in new development.</p> <p>Responsible Officer: Director Strategy & Environment</p>	<p><input checked="" type="checkbox"/></p>	<p>Department of Planning and Environment, Local Community Groups, Residents</p>	<p>Deliver, Advocate, Lead, Regulate</p>

Comments

A high standard of design quality and building environmental performance is being achieved with the Development Control plan review and implementation. Progressing in accordance with Delivery Program Year 3.

Critical Action

Code	Description	Progress	Comments
P3.1.1.1	<p>Review and refine Local Environmental Plans (LEPs) and Development Control Plans (DCPs) to facilitate quality urban design outcomes.</p> <p>Responsible Officer: Director Strategy & Environment</p>	<p> 100%</p>	<p>A collaborative approach across Council and with specialist external input has resulted in Council adopting updated, best practice Development Control Plans. This will continue to facilitate a high standard of design quality and building environmental performance being achieved in new development.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
P3.1.1.1.1	<p>Monitor and review design quality standards in Council's Local Environmental Plans and Development Control Plans.</p> <p>Responsible Officer: Manager Urban Planning</p>	<p> 100%</p>	<p>The Ku-ring-gai DCP and Local Centres DCP have been subject to a major review to update controls. This included aligning controls with the amended SEPP 65 with specialist input from staff across Council and external architects/urban designers. The revised DCPs were adopted by Council on 14 June 2016 and came into effect on 24 June 2016.</p>
P3.1.1.1.2	<p>Provide strategic advice on Development Applications (DAs) and pre-Development Applications.</p> <p>Responsible Officer: Director Development & Regulation</p>	<p> 100%</p>	<p>This department has worked closely with Council's Strategy department and provided valuable input into the revised DCPs which were adopted in 2016.</p>
P3.1.1.1.3	<p>Design outcomes are assessed against the objectives of adopted Local Environmental Plan's and Development Control Plan's.</p> <p>Responsible Officer: Director Development & Regulation</p>	<p> 100%</p>	<p>Urban design advice is sought on all relevant DAs to ensure quality urban design outcomes for new medium and high density developments.</p>

Critical Action

Code	Description	Progress	Comments
P3.1.1.2	<p>Council progressively encourages sustainability design principles into the development application process.</p> <p>Responsible Officer: Director Strategy & Environment</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Resources on sustainable building design for residents continue to be developed, with a Building for Bushfire Resilience workshop held in February 2016 to 68 participants. A workshop developed to educate residents on the benefits of prefab and modular housing planned for mid-July has attracted 59 registrations. Council departments have worked collaboratively to introduce sustainability design principles into the development application process and further work is being planned to promote a sustainability assessment pilot program next reporting quarter with the introduction of new processes in the Pre-DA service in 2016/7.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
P3.1.1.2.1	<p>Develop resources on sustainable building design for residents.</p> <p>Responsible Officer: Manager Environment & Sustainability</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Resources on sustainable building design for residents continue to be developed, with a Building for Bushfire Resilience Workshop held in February 2016 for 68 participants.</p> <p>A workshop to educate residents on the benefits of prefab and modular housing is planned for the 13 July (currently 59 registrations).</p> <p>We are continuing to work with Development and Regulation to promote the sustainability assessment pilot program among residents. There has been no uptake yet.</p>
P3.1.1.2.2	<p>Promote the principles of sustainable building design in the pre-Development Application process.</p> <p>Responsible Officer: Manager Environment & Sustainability</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>This department has worked closely with Council's Strategy department to introduce sustainability design principles into the development application process. This is an ongoing process and it is anticipated to provide a greater focus with the introduction of new processes in the Pre-DA service in 2016/17.</p>

Critical Action

Code	Description	Progress	Comments
P3.1.1.3	<p>Design quality and sustainable design is promoted through events or other activities.</p> <p>Responsible Officer: Director Strategy & Environment</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>The promotion of events and initiatives delivered during the reporting period and 2015/2016 have enhanced community awareness of design quality and sustainable design.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
P3.1.1.3.1	<p>Implement a design quality and sustainable design event program.</p> <p>Responsible Officer: <i>Manager Environment & Sustainability</i></p>	 100%	<p>In early 2016 a \$200 rebate was introduced for residents that engage an independent sustainability assessor in the pre-DA phase of new-builds or renovations to help identify how they can make their house plans more sustainable and efficient.</p> <p>A seminar on building bush fire resilient homes was held in February 2016 and had 68 attendees.</p> <p>Following the success of Council's Speed Date a Sustainability Expert event in 2015, planning is currently in progress for a follow-up event in October 2016.</p>

Issue: Revitalisation of our centres.

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
P4.1.1	<p>Plans to revitalise local centres are being progressively implemented and achieve quality design outcomes in collaboration with key agencies, landholders and the community.</p> <p>Responsible Officer: <i>Director Strategy & Environment</i></p>		Chambers of Commerce, Local Business Associations, Business and Land Owners, Developers, Community Groups, Residents, Government Agencies, Utilities	Facilitate, Deliver, Lead
<p>Comments</p> <p>Plans to revitalise the local centres have continued for the Activate Lindfield and Turramurra Centres. Master planning for the Gordon community Hub has been placed on hold. A relatively minor component, the outdoor dining policy, has been delayed due to resourcing issues. Progressing in accordance with Delivery Program Year 3 noting the Outdoor Dining Policy is to be reviewed.</p>				

Critical Action

Code	Description	Progress	Comments
P4.1.1.1	<p>Council proactively works with owners, developers and agencies of the local centres to achieve quality design outcomes. (e.g. through voluntary planning agreements, education)</p> <p>Responsible Officer: Director Strategy & Environment</p>	 62%	<p>Significant engagement was undertaken with community, business and government representatives during the reporting period for the Activate Lindfield and Activate Turramurra projects.</p> <p>The Turramurra Master Plan public exhibition also engaged the community on design improvements for the local centre.</p> <p>The Outdoor Dining and Goods on Footpath Policy is yet to be finalised.</p> <p>Reason</p> <p>The Outdoor Dining and Goods on Footpath Policy is yet to be finalised, due to a lack of resources and a range of other higher profile projects taking priority. However, Council continued to actively work with the community and stakeholders to deliver quality design outcomes for the local centres.</p> <p>Remedial Action</p> <p>In the next financial year specific resources will be dedicated to updating the Outdoor Dining and Goods on Footpath Policy.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
P4.1.1.1.1	<p>Implement a place management approach to coordinate works and achieve quality outcomes for improvements to local centres.</p> <p>Responsible Officer: Manager Urban Planning</p>	 100%	<p>Council undertook the following actions in Lindfield as part of Activate Lindfield:</p> <ul style="list-style-type: none"> - Meetings and liaison with representatives of a local community group (Support Lindfield). - Liaison with Transport for NSW regarding commuter car parking in Lindfield. - Meetings with representatives of Lindfield 2nd and 3rd Scouts. - Meetings with local business operators and land owners - Providing regular project updates and updating Council's website. <p>The Turramurra Master plan public exhibition also engaged the community on design improvements for the local centre.</p>
P4.1.1.1.2	<p>Complete review and monitor Council's Outdoor Dining and Goods on Footpath Policy ensuring it is consistent with Council's Public Domain Plan.</p> <p>Responsible Officer: Manager Urban Planning</p>	 25%	<p>This Task has not been progressed during the reporting period.</p> <p>Reason</p> <p>Other projects have taken priority including updating LEPs, DCP, policies and local centres program.</p> <p>Remedial Action</p>



			We have recently advertised for a new urban design projects officer who will be able to undertake this work. The task has been included for completion in the 2016/2017 Operational Plan, adopted by Council at its meeting of 14 June 2016.
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Critical Action

Code	Description	Progress	Comments
P4.1.1.2	The Master Plan for the Turrumurra Centre and surrounding precincts is implemented. <i>Responsible Officer: Director Strategy & Environment</i>	 100%	Plans to revitalise the Turrumurra Centre are being progressively implemented to achieve quality design outcomes in collaboration with key agencies, landholders and the community. Master planning work has progressed to schedule during the reporting period.

Operational Plan Tasks

Code	Description	Progress	Comments
P4.1.1.2.1	Progress master planning for the Turrumurra Centre and surrounding precincts. <i>Responsible Officer: Manager Urban Planning</i>	 100%	The following outcomes have been achieved: <ul style="list-style-type: none"> - Local Centres DCP for Turrumurra Local centre was reviewed, exhibited and adopted by Council. - The Master Plan was exhibited in May 2016. - The Turrumurra Community Facilities Study was exhibited at the same time as the community hub master plan. - The results of the exhibition were reported to Council on the 28 June 2016. This report recommended that Council adopt the Master Plan and move into the delivery stage. The Local Centres DCP for the entire Turrumurra Local centre was reviewed, exhibited and adopted by Council. The following work has been undertaken for the Turrumurra Community Hub master plan: <ul style="list-style-type: none"> - A peer review of the financial feasibility assessment. - Modifications to the master plan to meet the requirements of the peer review. - Preparation of an updated cost estimate by a quantity surveyor of the refined master plan. - Amendments and completion of exhibition material and architectural drawings. - Public exhibition of master plan and planning proposal in May 2016. - Report to Council on results of exhibition in June 2016.

P4.1.1.2.2	Engage with key community stakeholders to identify the requirements for new community facilities and infrastructure. <i>Responsible Officer: Manager Urban Planning</i>	 100%	During the reporting period the Turrumurra Community Facilities Study was exhibited through May 2106 at the same time as the Community Hub Master Plan. The results of the exhibition were reported to Council on the 28 June 2016. This report recommended that Council adopt the master plan and move into the delivery stage of the master plan.
P4.1.1.2.3	Finalise the reclassification of identified lands as resolved by Council. <i>Responsible Officer: Manager Urban Planning</i>	 100%	During the reporting period Council undertook the following in relation to land reclassification within the Turrumurra Community Hub Master Plan (5 Ray St Turrumurra, 12 William St Turrumurra and 1275 Pacific Highway Turrumurra): - Gateway Determination received 5/4/16. - Exhibition occurred from 29/4/16 to 27/5/16. Public hearing in July 2016. Note: 127 Pacific Highway reclassification was deferred at OMC 28/6/16.

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
P4.1.2	Planning opportunities are investigated for the revitalisation of the St Ives Centre and surrounding precincts in collaboration with owners, developers, government agencies and local residents. <i>Responsible Officer: Director Strategy & Environment</i>		Chambers of Commerce, Local Business Associations, Business and Land Owners, Developers, Community Groups, Residents, Government Agencies, Utilities	Facilitate, Lead
Comments				
Planning opportunities for the revitalisation of the St Ives Centre have continued with the experience gained from the background studies and methodologies for the Activate Lindfield, Turrumurra and Gordon centre programs and associated consultation programs being able to be transferred to a future St Ives master Plan. Progression of this Term Achievement is delayed pending submission of a formal planning proposal from key landowners.				

Critical Action

Code	Description	Progress	Comments
P4.1.2.1	Investigate a master planning process for the St Ives and surrounding precincts. <i>Responsible Officer: Director Strategy & Environment</i>	 0%	This has been delayed as a formal planning proposal from the owners of the St Ives Shopping Village has not been received. Consultants have been engaged to prepare a planning proposal to reclassify Council land holdings on Mona Vale Road, St Ives and further review and analysis of Council's land holdings in this precinct has been undertaken. Reason A formal planning proposal from the owners of the St Ives Shopping Village



			<p>has not been received.</p> <p>Remedial Action</p> <p>The project remains on hold until owners of the St Ives Shopping Village submit a formal planning proposal to Council. Research work on the proposed reclassification of the Council owned land has continued and is consistent with Council's resolutions</p>
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Operational Plan Tasks

Code	Description	Progress	Comments
P4.1.2.1.1	<p>Review a formal planning proposal from the owners of the St Ives Shopping Village when received.</p> <p>Responsible Officer: <i>Manager Urban Planning</i></p>	 0%	<p>This Task has been delayed as a formal planning proposal from the owners of the St Ives Shopping Village has not been received. Consultants have been engaged to prepare a planning proposal to reclassify Council land holdings on Mona Vale Road, St Ives and further review and analysis of Council's land holdings in this precinct has been undertaken,</p> <p>Reason</p> <p>A formal planning proposal from the owners of the St Ives Shopping Village has not been received.</p> <p>Remedial Action</p> <p>Project on hold until owners of the St Ives Shopping Village submit a formal planning proposal to Council.</p>

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
P4.1.3	<p>An improvement plan for Gordon Centre is being progressively implemented in collaboration with owners, businesses and state agencies.</p> <p>Responsible Officer: <i>Director Strategy & Environment</i></p>		Chambers of Commerce, Local Business Associations, Business and Land Owners, Developers, Community Groups, Residents, Government Agencies, Utilities	Facilitate, Deliver, Lead
Comments				
<p>The Gordon Centre master planning was commenced, however at the Council meeting on 9 February 2016 due to potential complications with the proposed Council merger process the project has been placed on hold. Progression of this Term Achievement is deferred pending further information on the proposed council merger.</p>				

Critical Action

Code	Description	Progress	Comments
P4.1.3.1	<p>A Master Plan is in place for a community hub within the Gordon Town Centre to accommodate cultural and arts activities and promote social interaction is developed.</p> <p>Responsible Officer: Director Strategy & Environment</p>	 50%	<p>The needs analysis and project definition stages of the project were completed in late 2015. Preliminary development options and potential sources of funding were reported to Council on 15 December 2015. Council deferred the project at the time subject to further information.</p> <p>Reason</p> <p>The project was deferred by Council at OMC 9 February 2016 due to the complications arising from the proposed Council mergers.</p> <p>Remedial Action</p> <p>The project is now on hold.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
P4.1.3.1.1	<p>Engage with stakeholders and undertake a needs analysis and scoping study for a civic/cultural hub in Gordon.</p> <p>Responsible Officer: Manager Urban Planning</p>	 100%	<p>Completed previous reporting period.</p>
P4.1.3.1.2	<p>Commence preparation of a master plan for the civic/cultural hub in Gordon including a feasibility study</p> <p>Responsible Officer: Manager Urban Planning</p>	 0%	<p>This project is now on hold. This project was deferred by Council at OMC 9 February 2016.</p> <p>Reason</p> <p>This project was deferred by council at OMC 9 February 2016 due to the complications arising from the proposed Council mergers.</p> <p>Remedial Action</p> <p>Awaiting further details regarding the proposed Council mergers.</p>

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
P4.1.4	An improvement plan for Lindfield Centre is being progressively implemented in collaboration with owners, businesses and state agencies. <i>Responsible Officer: Director Strategy & Environment</i>	<input checked="" type="checkbox"/>	Chambers of Commerce, Local Business Associations, Business and Land Owners, Developers, Community Groups, Residents, Government Agencies, Utilities	Facilitate, Deliver, Lead

Comments

The master planning for the Lindfield Centre has progressed successfully over the reporting period with the Lindfield Community Hub Masterplan documentation at the Expression of Interest stage. The Lindfield Village Green has progressed through to the Tender stage, and engaged Consultants for Phase 1 preparation of documentation for next round of approvals. Progressing in accordance with Delivery Program Year 3

Critical Action

Code	Description	Progress	Comments
P4.1.4.1	The Master Plan for the Lindfield Centre and surrounding precincts is implemented. <i>Responsible Officer: Director Strategy & Environment</i>	<input checked="" type="checkbox"/> 100%	During the reporting period Council has actively progressed implementation of Council's adopted master plans for Lindfield Local Centre.

Operational Plan Tasks

Code	Description	Progress	Comments
P4.1.4.1.1	Progress planning for the Lindfield local centre. <i>Responsible Officer: Manager Urban Planning</i>	<input checked="" type="checkbox"/> 100%	During the reporting period Council has actively progressed implementation of Council's adopted master plans for the Lindfield local centre. Outcomes include: Lindfield Community Hub - Finalisation of final master plan design report - Preparation and submission of reports to the Office of Local Government (OLG) as required by the State government PPP Guidelines - Preparation of project proposal and submission to OLG - Preparation of a business plan - Land valuation report - Peer review of cost estimate by quantity surveyor - Further feasibility assessment - Design brief for community hub building - Preparation life cycle costs by quantity surveyor



			<ul style="list-style-type: none"> - Revised Probity Plan - Draft EOI document - Establishment of internal working parties to consider future management of car parking, open space, community buildings - Establishment of Sustainability working party - Commencement of an Engagement and Marketing Plan - Risk management workshop and preparation of final risk management plan - Engagement of consultants to undertake marketing and branding for the project - Commenced preparation of project video to market the project <p>Lindfield Village Green</p> <ul style="list-style-type: none"> - Preparation of Request for Tender document for design consultants to prepare a development application (DA) for the project - Advertising Request for Tender - Assessment of tenders and reporting results of Tender to Council - Engagement of consultant team as per Council resolution - Project inception meeting
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Issue: Heritage that is Protected and Responsibly Managed.

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
P5.1.1	<p>Strategies, plans and processes are in place to effectively protect and preserve Ku-ring-gai's heritage assets.</p> <p>Responsible Officer: Director Strategy & Environment</p>		Ku-ring-gai Historical Society, NSW Office of Environment and Heritage, Department of Planning and Environment, NSW Aboriginal Land Council, Northern Sydney Aboriginal Heritage Office, Community Groups	Deliver, Lead, Regulate
Comments				
Ku-ring-gai Heritage assets are protected via a series of Interim Heritage Orders, additional heritage items and new proposed Heritage Conservation Areas and a review of the heritage provisions in the Development Control Plans. Progressing in accordance with Delivery Program Year 3				

Critical Action

Code	Description	Progress	Comments
P5.1.1.1	Implement, monitor and review Ku-ring-gai's heritage planning provisions. Responsible Officer: Director Strategy & Environment	 100%	Strategies, plans and processes are in place and updated to effectively protect and preserve Ku-ring-gai's unique heritage assets. The Heritage Reference Committee has been an effective advisory group in identifying and promoting Ku-ring-gai's heritage.

Operational Plan Tasks

Code	Description	Progress	Comments
P5.1.1.1.1	Monitor, identify and respond to gaps in existing heritage strategies, development control plans and local environmental plans. Responsible Officer: Manager Urban Planning	 100%	The planning proposal to list several heritage items and one heritage conservation area has been partially finalised. Council is currently waiting for the determination regarding three deferred items (following a Councillor inspection) which is being reported to Council in July 2016. A series of Interim Heritage Orders including 28 Cook Road, Killara and 25 Bushlands Avenue, Gordon have both been gazetted and are now heritage items. 24 Dudley Road, Roseville has been forwarded to the Department of Planning and Environment for a Gateway determination. 27 Finlay Road, Warrawee has been forwarded to the Department to finalise gazettal following the adoption of the planning proposal by Council following public exhibition.
P5.1.1.1.2	Protection of heritage through the development assessment process is consistent with State and local government controls. Responsible Officer: Manager Development Assessment Services	 100%	Council has endeavoured to protect Ku-ring-gai's heritage throughout the development assessment process, consistent with state and local government controls.

Critical Action

Code	Description	Progress	Comments
P5.1.1.2	Protect and effectively manage Ku-ring-gai's Aboriginal heritage assets in conjunction with the Aboriginal Heritage Office. Responsible Officer: Director Strategy & Environment	 100%	Selected Council staff receive Aboriginal heritage training in partnership with the Aboriginal Heritage Office so that they can support the protection and management of heritage assets.

Operational Plan Tasks

Code	Description	Progress	Comments
P5.1.1.2.1	Deliver management actions and training to protect and manage Aboriginal heritage. <i>Responsible Officer: Manager Environment & Sustainability</i>	 100%	Council continues to protect and manage Aboriginal heritage through provision of Aboriginal heritage training for five staff in partnership with the Aboriginal Heritage Office. This involved implementation of a Sensitive Data Access Procedure, to ensure relevant staff have access to the appropriate level of detail regarding Aboriginal heritage assets.

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
P5.1.2	Conservation Management Plans are in place and being implemented for the cultural and heritage assets of the area to ensure their long term viability. <i>Responsible Officer: Director Strategy & Environment</i>		Ku-ring-gai Historical Society, NSW Office of Environment and Heritage, Department of Planning and Environment, NSW Aboriginal Land Council, Northern Sydney Aboriginal Heritage Office, Community Groups	Deliver, Lead
Comments				
No appropriate external sources of funding have been identified to prepare the Conservation Management Plans for Council-owned buildings. Progression of this term achievement will be subject to additional funding being sourced.				

Critical Action

Code	Description	Progress	Comments
P5.1.2.1	Prepare conservation management plans for heritage assets within available resources. <i>Responsible Officer: Director Strategy & Environment</i>	 0%	No external resources to fund Conservation Management Plans (CMPs) were available to Council in 2015/2016. Reason No suitable external funding resources have been identified. Remedial Action In the first quarter of 2016/2017 applications will be made to seek funding from the 2016/2017 State Heritage Funding Round .

Operational Plan Tasks

Code	Description	Progress	Comments
P5.1.2.1.1	<p>Identify resources for the development and implementation of heritage conservation management plans.</p> <p>Responsible Officer: <i>Manager Urban Planning</i></p>	 0%	<p>No external resources to fund Conservation Management Plans (CMPs) were available to Council in 2015/2016. In first quarter of 2016/2017 applications will be made to seek funding from the 2016/2017 State Heritage Funding Round.</p> <p>Reason</p> <p>No external resources to fund CMPs are available to Council in 2015/16. In first quarter 2016/17 applications will be made to seek funding to update the priority list for CMPs of Council owned properties.</p> <p>Remedial Action</p> <p>Seeking appropriate funding sources for 2016/2017</p>

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
P5.1.3	<p>Local, Aboriginal and cultural history is recognised and promoted.</p> <p>Responsible Officer: <i>Director Community</i></p>		Ku-ring-gai Historical Society, NSW Office of Environment and Heritage, Department of Planning and Environment, NSW Aboriginal Land Council, Northern Sydney Aboriginal Heritage Office, Community Groups	Facilitate, Deliver
<p>Comments</p> <p>Council continues to support the Northern Sydney Aboriginal Heritage Office and is an active participant in the annual Guringai Festival. Aboriginal culture and history is recognised and promoted through appropriate community programs. Council, in collaboration with the Heritage Reference Committee has prepared and finalised additional heritage items, heritage conservation areas and the new heritage home grants that will assist and encourage owners in the ongoing maintenance and conservation of their heritage places. Progressing in accordance with Delivery Program - Year 3.</p>				

Critical Action

Code	Description	Progress	Comments
P5.1.3.1	<p>Local and cultural history is recognised and promoted.</p> <p>Responsible Officer: <i>Director Strategy & Environment</i></p>	 100%	<p>Council's Heritage Reference Committee has continued to assist in Ku-ring-gai's new heritage items and conservation area reviews, a range of interim heritage orders, and secured State funding to set up a Heritage Fund to promote and assist in the maintenance of local heritage items.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
P5.1.3.1.1	Develop and implement a program of activities to promote local heritage in consultation with key stakeholders. <i>Responsible Officer: Manager Urban Planning</i>	 100%	The heritage fund was successful in funding four conservation projects in 2015/2016 including the Teahouse at Eryldene. These projects will be used in 2016/2017 to promote heritage awareness.

Critical Action

Code	Description	Progress	Comments
P5.1.3.2	Local Aboriginal history is recognised and promoted. <i>Responsible Officer: Director Community</i>	 100%	The Guringai Festival programs were successfully delivered and planning is now underway for the July 2016 programs. These will include Dream Time Stories and Art, which will be hosted by the Aboriginal artist and storyteller Walangari Karntawarra, and Life Among the Garagal People will be hosted by Karen Smith from the Aboriginal Heritage Office.

Operational Plan Tasks

Code	Description	Progress	Comments
P5.1.3.2.1	Support Aboriginal cultural activities at the St Ives Precinct. <i>Responsible Officer: Manager Community & Recreation Services</i>	 100%	In this reporting period Council has organised two programs and presenters in The Guringai Festival. These are: - Dreamtime Stories and Art hosted by the Aboriginal Artist and storyteller Walangari Karntawarra - Life Among the Garagal People hosted by Karen Smith from the Aboriginal Heritage Office. This explores the life and times of the Garagal mob who inhabited the Wildflower Garden area for thousands of years. These programs will be conducted in the July Holidays.

Issue: Enhancing recreation, sporting and leisure facilities.

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
P6.1.1	Partnerships are established with community groups and organisations to optimise the availability and use of sporting, recreation and leisure facilities. <i>Responsible Officer: Director Strategy & Environment</i>		Local Clubs - Groups and Organisations, NSW Sport and Recreation	Facilitate, Deliver, Lead
Comments				
<p>Grant applications to assist the improvement of recreational facilities that have been either submitted by Council or supported by Council and are awaiting decision include: Koola Park Clubhouse and Public Amenities – Public Reserves Management Fund Program application by Lindfield Junior Rugby Club and Council. St Ives Showground Ku-ring-gai Miniwheels Training Club site rehabilitation - Public Reserves Management Fund Program application by Council. Successful grant applications to assist the improvement of recreational facilities include: East Roseville Community Centre drainage and Park Avenue Playground upgrade – \$20,000 awarded to Council under Federal Government Stronger Communities Programme plus \$20,000 awarded to Council under State Government Community Building partnership. Financial contributions that have been approved to assist the improvement of recreational facilities include:</p>				

Critical Action

Code	Description	Progress	Comments
P6.1.1.1	Engage with community partners to improve Councils sporting and recreational facilities. <i>Responsible Officer: Director Strategy & Environment</i>	 100%	<p>The Ku-ring-gai Sports Forum was successfully held at the Ku-ring-gai Fitness and Aquatic Centre on Monday 16 May 2016. Over 50 attendees from local sporting clubs, associations and schools attended the night along with the Mayor, Councillors and staff. The night commenced with the sports community discussing ways that clubs can get the best out of their volunteers. Council staff presented an update on current and future projects within Ku-ring-gai and the final session was an open forum with a panel of relevant staff which was very engaging for those in attendance.</p> <p>The 2015/16 summer season saw high temperatures and good rainfall assisting with grass growth and recovery from the winter season. Koola Park and Howson Sports Ground remain unavailable with capital upgrades and the North Turramurra Recreation Area is still on track for three new sports grounds</p>



			<p>in 2016.</p> <p>Continuous communication is maintained with clubs, associations and schools with regard to presenting the facilities and how Council can best improve sporting facilities.</p> <p>The Ku-ring-gai Cubs Junior Rugby League Club completed their first winter season in 2015. Council has worked closely with the NRL development team in getting the club up and running and returning rugby league to Ku-ring-gai after 20 + years. The club fielded three teams.</p> <p>Council is continues to work with 24 personal trainers located at various sports grounds and parks within Ku-ring-gai. All are providing a health and well being opportunity to the community.</p>
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Operational Plan Tasks

Code	Description	Progress	Comments
P6.1.1.1.1	<p>Pursue improvement of sporting and recreational facilities through partnerships, grant funding and other external funding opportunities.</p> <p>Responsible Officer: <i>Manager Strategic Projects</i></p>	<p> 100%</p>	<p>The Ku-ring-gai Cubs Junior Rugby League Club completed their first winter season in 2015. Council has worked closely with the NRL development team in getting the club up and running and returning rugby league to Ku-ring-gai after 20 + years. The club fielded three teams.</p> <p>Council continues to work with 24 personal trainers located at various sports grounds and parks within Ku-ring-gai. All are providing a health and well- being opportunities to the community.</p> <p>Grant applications to assist the improvement of recreational facilities that have been either submitted by Council or supported by Council and are awaiting decision include:</p> <ul style="list-style-type: none"> - Koola Park Clubhouse and Public Amenities – Public Reserves Management Fund Program application by Lindfield Junior Rugby Club and Council. - St Ives Showground Ku-ring-gai Miniwheels Training Club site rehabilitation - Public Reserves Management Fund Program application by Council. <p>Successful grant applications to assist the improvement of recreational facilities include:</p> <ul style="list-style-type: none"> - East Roseville Community Centre drainage and Park Avenue Playground upgrade – \$20000 awarded to Council under Federal Government Stronger Communities Programme. <p>Financial contributions that have been approved to assist the improvement of recreational facilities include:</p>

			<ul style="list-style-type: none"> - Upgrade to cricket pitch at Warrimoo Oval St Ives (\$27000) jointly funded by Gordon Women's Cricket Club, St Ives Cricket Club, North Shore Junior Cricket Association and Council. - Installation of back net at Charles Bean Sportsfield (\$37000) jointly funded by Defence Housing Australia, Northern Suburbs Football Association and Council. - Installation of foam shockpad and synthetic wicket cover at Barra Brui Oval (\$9000) jointly funded by Ku-ring-gai Cubs Junior Rugby League Club and Council.
P6.1.1.1.2	<p>Investigate and apply for grant funding opportunities to improve recreational facilities.</p> <p>Responsible Officer: <i>Manager Strategic Projects</i></p>	 100%	Completed previous reporting period.
P6.1.1.1.3	<p>Facilitate a regular sporting forum and information on Council's website.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	 100%	The Ku-ring-gai Sports Forum was successfully held at the Ku-ring-gai Fitness and Aquatic Centre on Monday 16 May 2016. Over 50 attendees from local sporting clubs, associations and schools attended the night along with the Mayor, Councillors and staff. The night commenced with Mark Busby from Sports Community discussing ways that clubs can get the best out of their volunteers. Roger Faulkner presented an update to current and future projects within Ku-ring-gai and the final session was an open forum with a panel of relevant staff which was very engaging for those in attendance.

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
P6.1.2	<p>A program is being implemented to improve existing recreation, sporting and leisure facilities and facilitate the establishment of new facilities.</p> <p>Responsible Officer: <i>Director Strategy & Environment</i></p>		Local Clubs - Groups and Organisations, NSW Sport and Recreation	Deliver, Lead
Comments				
A comprehensive program of open space capital works and designs was progressed or completed to improve existing facilities and establish new ones. Work on projects will continue in 2016/2017. Progressing in accordance with Delivery Program Year 3				

Critical Action

Code	Description	Progress	Comments
P6.1.2.1	Deliver Council's adopted open space capital works program. Responsible Officer: Director Operations	 94%	Works on Stage 3 of Koola Park has been completed and work has commenced on Stage 4. Howson Oval works have been completed but will not be in use until September to allow for root growth. Work on the play area at Turramurra Park was completed and opened. Work on Cameron Park, Turramurra has been delayed due to the contractor going into voluntary administration.

Operational Plan Tasks

Code	Description	Progress	Comments
P6.1.2.1.1	Designs are prepared and environmental approvals obtained for the delivery of the open space capital works program. Responsible Officer: Manager Strategic Projects	 95%	Designs progressed for the delivery of the open space capital works program include: <ul style="list-style-type: none"> - East Roseville Community Centre Park Avenue Roseville Chase – playground upgrade and community centre outdoor space drainage, timber deck, accessible entry to community centre and access to adjacent bus stop. - St Ives Showground – Regional Playground Development. - St Ives Showground – general landscape infrastructure upgrade, including new fencing, power upgrade, and hot water service for shower block. - Bicentennial Park – accessible paths and bus bays in main car park. - Bicentennial Park – general landscape infrastructure upgrade. - Bicentennial Park Golden Grove – playground upgrade. - Bicentennial Park Lofberg Road – playground upgrade. - Golden Jubilee Field Wahroonga – playground upgrade. - Killara Park – playground upgrade. - Koola Park Stage 3 sportsfield redevelopment and Stage 4 – exercise path, exercise stations, and car parks. - St Ives Village Green – new recreation precinct. - Swain Gardens – creek embankment restoration and accessible car park. - Kent Road Sportsground, Turramurra – sportsfield levelling, resurfacing, drainage, irrigation and stormwater harvesting and re-use system. - Norman Griffiths Oval – flood study and Synthetic field investigation. - Memorial seats in parks. - Duff Street and Allan Avenue Turramurra - property demolition approvals and



			<p>new park design.</p> <p>- Canoon Road Recreation Area – design of car parks including swap with four netball water sensitive designs with bushland interface.</p>
P6.1.2.1.2	<p>Report on compliance with environmental approvals for open space capital works projects.</p> <p>Responsible Officer: <i>Manager Strategic Projects</i></p>	 100%	<p>Environmental approvals have been received for all open space capital works projects handed to the Operations Department for construction. No issues have arisen in relation to compliance with environmental approvals.</p>
P6.1.2.1.3	<p>Conduct appropriate consultation, identify outcomes of community consultation and actions to address community concerns.</p> <p>Responsible Officer: <i>Manager Strategic Projects</i></p>	 100%	<p>Community consultations undertaken during the period were for St Ives Village Green new recreation precinct and East Roseville Community Centre playground upgrade.</p>
P6.1.2.1.4	<p>Report on completed concept designs and acceptance by the community and Council.</p> <p>Responsible Officer: <i>Manager Strategic Projects</i></p>	 100%	<p>The St Ives Village Green new recreation precinct concept design was adopted by Council during the reporting period. The next phase of the project is design development and preparation of construction specifications and tender documentation. Construction is expected to begin in the third or fourth quarter of 2016/2017.</p>
P6.1.2.1.5	<p>Implement Councils adopted Playground Strategy.</p> <p>Responsible Officer: <i>Manager Strategic Projects</i></p>	 75%	<p>The draft report has been reviewed in detail and returned to the consultant. Following receipt of the amended draft Council can progress this strategy.</p> <p>Reason</p> <p>This project is still progressing. As a strategic planning document, a minor delay will not have a significant effect on current budgets and resourcing.</p> <p>Remedial Action</p> <p>Discussions to move the strategy forward are ongoing with the consultant. The document will enable forward planning for playground demand, play value and inclusivity and the associated maintenance funding resources needed to cater for our changing demographics. As such the strategic value of the document is in its accuracy and currency. Once completed it will be used to recommend future directions and funding for playgrounds and this will be reported to Council for consideration.</p>

Critical Action

Code	Description	Progress	Comments
P6.1.2.2	<p>Prepare district park masterplans to inform the forward open space capital works program.</p> <p>Responsible Officer: Director Strategy & Environment</p>	 95%	<p>The draft Master Plan for North Pymble Park has been prepared and is ready for community consultation to commence following arborist and ecologist reports. Following delays the project will re-commence in 2016/2017.</p> <p>Robert Pymble Park Master Plan was deferred from the 2015/2016 Operational Plan and incorporated into the 2016/2017 Plan, adopted by Council at its meeting of 14 June 2016.</p> <p>Reason</p> <p>Delays and deferral of tasks.</p> <p>Remedial Action</p> <p>Both tasks are included in Council's adopted 2016/2017 Operational Plan.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
P6.1.2.2.1	<p>Prepare District Park Landscape Master Plan for Robert Pymble Park.</p> <p>Responsible Officer: Manager Strategic Projects</p>	 0%	<p>Council previously endorsed the deferral of this project to 2016/2017 as part of its adoption of the revised Delivery Program 2013/2017 and Operational Plan 2016/2017, at its meeting of 14 June 2016.</p> <p>Reason</p> <p>Deferred until 2016/17 in Delivery Program and Operational Plan. .</p> <p>Remedial Action</p> <p>A task to complete the project has been included in the 2016/2017 Operational Plan.</p>
P6.1.2.2.2	<p>Complete District Park Master Plan for natural grass athletics facility at North Pymble Park.</p> <p>Responsible Officer: Manager Strategic Projects</p>	 95%	<p>The draft master plan has been prepared and is ready for community consultation to commence following arborist and ecologist reports. The project has been on hold pending Council determination on whether a grass athletics track would be included as part of the Gordon Golf Course Master Plan. As Council resolved on 5 April 2016 to defer the Gordon Golf Course Master Plan until 2023, the North Pymble Park Masterplan can now re-commence. Project to re-commence in the first quarter of 2016/17 with the aim of reporting to Council for public exhibition during the second quarter. A task to complete the work was included in the 2016/2017 Operational Plan, adopted by Council at its meeting of 14 June 2016.</p>

Critical Action

Code	Description	Progress	Comments
P6.1.2.3	Community Land Plans of Management are regularly reviewed. <i>Responsible Officer: Director Strategy & Environment</i>	<input checked="" type="checkbox"/> 100%	Council's Sports Facilities Plan of Management along with the Canoon Road Recreation Area Plan of Management were both publicly exhibited and adopted by Council

Operational Plan Tasks

Code	Description	Progress	Comments
P6.1.2.3.1	Complete the review and update of Community Plans of Management. <i>Responsible Officer: Manager Strategic Projects</i>	<input checked="" type="checkbox"/> 100%	Completed previous reporting period.

Critical Action

Code	Description	Progress	Comments
P6.1.2.4	Ensure existing recreation and sporting facilities are maintained in accordance with asset management strategy and plans. <i>Responsible Officer: Director Operations</i>	<input checked="" type="checkbox"/> 100%	Annual maintenance schedules have been completed at all recreation and sporting facilities in accordance with Council's Asset Management Strategy and Plans. Service Level Agreements have been drafted for local and district parks, playgrounds, sportsfields, golf courses, walking tracks and fire breaks and trails.

Operational Plan Tasks

Code	Description	Progress	Comments
P6.1.2.4.1	Complete Park Asset Refurbishment Program at priority locations and report on progress. <i>Responsible Officer: Manager Open Space Operations</i>	<input checked="" type="checkbox"/> 100%	Council officers have undertaken six refurbishments in this period. The sites completed include Wellington Oval, Roseville Park, Applegum Way, Patricia Gardner Reserve, Phillip Mall and Roseville Arts Centre. The team has also assisted the bushland department with the implementation of new sign installation at Sheldon Reserve, Rofe Park and the Wildflower Garden. Council also assisted with the installation of timber edging to widen the pathway through Sir David Martin Reserve at South Turramurra. Apart from Council's scheduled work they have also assisted in the recent storm damage clean-up. They have undertaken a number of emergency CRM's and Work Orders as required. The team have been one staff member down for the last 4 months. Council's playground tradesperson has completed the quarterly inspections for

			October. Along with the various playground repairs and ever increasing pressure washing jobs he is undertaking, the playground refurbishments completed include Ticket of Leave, Phillip Mall Reserve, Applegum Way, Roseville Park and Balcombe Park. Council have also re-used a number of refurbished pieces of equipment that has saved Council costs.
P6.1.2.4.2	Complete maintenance program for parks, tennis facilities and sportsfields and report on progress against agreed maintenance service levels. <i>Responsible Officer: Manager Open Space Operations</i>	 100%	All recreation and sporting facilities have been maintained to agreed service levels during this reporting period. At least 100% of sites were visited during this period. An audit process is being used to track compliance with this monitoring of service levels. Extra works were also completed during this period whilst maintaining agreed service levels. Examples of extra tasks completed include the clean up of storm damage in June. The team also presented the parks with memorials in first class condition for Anzac celebrations in April.

Issue: Enhancing community buildings and facilities.

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
P7.1.1	Standards are developed to improve the condition and functionality of existing and new assets. <i>Responsible Officer: Director Operations</i>		Local Community Groups and Organisations, Residents	Deliver, Lead

Comments

Council's building maintenance program has been implemented with some minor delays due to tendering requirements and co-ordination with users. However, most of the program has been implemented. Progressing in accordance with Delivery Program Year 3.

Critical Action

Code	Description	Progress	Comments
P7.1.1.1	A prioritised program of improvements to community meeting rooms, halls, buildings and facilities is being implemented. <i>Responsible Officer: Director Operations</i>	 97%	The building condition data at the component level to identify existing standard and functionality is approaching full completion, with 100% complete for Stages 1 and 2, and 80% of final Stage 3. Response times for building maintenance requests established and are listed under headings: trade area, category, urgent and non-urgent

Operational Plan Tasks

Code	Description	Progress	Comments
P7.1.1.1.1	<p>Complete building condition data at component level and develop a forward program for building refurbishment, and report six monthly.</p> <p>Responsible Officer: <i>Manager Engineering Operations</i></p>	 90%	<p>Stage 3 is 80% completed for Bus Shelters.</p> <p>Reason</p> <p>Delayed due to other projects and priorities.</p> <p>Remedial Action</p> <p>Will be completed by August 2016. The outstanding work is incorporated into a task included in the 2016/2017 Operational Plan, adopted by Council at its meeting of 14 June, 2016.</p>
P7.1.1.1.2	<p>Implement an improvement program for the maintenance, renewal and upgrade of Council's buildings and report on progress.</p> <p>Responsible Officer: <i>Manager Engineering Operations</i></p>	 100%	<p>Completed previous reporting period.</p>
P7.1.1.1.3	<p>Finalise service level agreements for Council's buildings inline with community requirements and available resources.</p> <p>Responsible Officer: <i>Manager Engineering Operations</i></p>	 100%	<p>Program was finalised to work and provide 5 year forecast on priority works for Building Assets.</p>

Critical Action

Code	Description	Progress	Comments
P7.1.1.2	<p>Council progressively introduces sustainability performance standards for Council buildings and facilities.</p> <p>Responsible Officer: <i>Director Operations</i></p>	 75%	<p>Sustainability performance standards for Council buildings and facilities continue to be developed. The Draft Sustainable Buildings Policy was presented to a key stakeholder group, with the recommendation that drafting of the policy involve the Asset Management Steering Group. A consolidated draft of the NSW Sustainable Design Scorecard measures has also been developed in preparation for having a working group define the details of building standards for small and medium size projects.</p> <p>Reason</p> <p>Limited staff resources available during the task delivery period.</p> <p>Remedial Action</p> <p>Task delivery to be deferred. The time frame for adoption of the first iteration of the Sustainable Building Policy has been adjusted to the first half of 2016/2017 with adequate resource allocation.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
P7.1.1.2.1	<p>Develop sustainability performance standards for Council buildings and facilities.</p> <p>Responsible Officer: <i>Manager Environment & Sustainability</i></p>	 75%	<p>Sustainability performance standards for Council buildings and facilities continue to be developed. The Draft Sustainable Buildings Policy was presented to the key stakeholder group, with the recommendation that drafting of the policy involve the Asset Management Steering Group. A consolidated draft of the NSW Sustainable Design Scorecard measures has also been developed in preparation for having a working group define the details of building standards for small and medium size projects.</p> <p>Reason</p> <p>Staff resources during the task period were limited.</p> <p>Remedial Action</p> <p>Task delivery to be delayed. The time frame for adoption of the first iteration of the Sustainable Building Policy has been adjusted to the first half of 2016/2017 with adequate resource allocation. The outstanding work is incorporated into a task included in the 2016/2017 Operational Plan, adopted by Council at its meeting of 14 June, 2016.</p>

Critical Action

Code	Description	Progress	Comments
P7.1.1.3	<p>Council implements an energy and water conservation and efficiency program for Council buildings and facilities.</p> <p>Responsible Officer: <i>Director Strategy & Environment</i></p>	 100%	<p>A comprehensive program of works and initiatives was completed during the reporting period and over the 2015/2016 year.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
P7.1.1.3.1	<p>Implement prioritised energy and water conservation and efficiency works program.</p> <p>Responsible Officer: <i>Manager Environment & Sustainability</i></p>	 100%	<p>Works undertaken as part of Council's energy and water conservation and efficiency works program, include:</p> <ul style="list-style-type: none"> - Completion of energy efficiency upgrades – LED lighting upgrades at St Ives Community Groups and Turramurra Library - LED lighting upgrade for Lindfield tennis courts - Solar PV inverter upgrades at Bridge Street. - Engagement of contractors for installation works of a 52 kW solar PV system at Gordon Library



			<p>- An additional 78 kW of solar PV for the Suakin street (52 kW) and Bridge Street (26 kW) depots</p> <p>- An intelligent lighting upgrade for Gordon Library</p> <p>Energy management and monitoring works identified 365 MWh p.a. (\$68000 p.a.) of savings in after-hours electricity consumption at Council's large sites. The Kuringai Fitness and Aquatic Centre (KFAC) Energy Performance Project identified a large number of defects with the KFAC building management system (BMS) and gaps in the energy management processes of Council and the centre operator. An Energy Management Framework has been drafted to improve accountability of the pool operator with regards to electricity/water consumption and equipment maintenance, and to clearly define roles and responsibilities for the management of the major plant.</p> <p>Post project monitoring of works carried out the previous year has determined the Thomas Carlyle Children's Centre is tracking towards a 60% reduction in energy consumption and the North Turramurra Sewer Treatment Plant is tracking towards a 25% reduction in energy consumption.</p> <p>A range of works have been undertaken at Ku-ring-gai's stormwater harvesting and reuse sites including storage tank clean outs, replanting of raingarden vegetation and installing smart metering to track stormwater harvested and savings achieved for potable water. A new stormwater harvesting site was brought online, at the B2 subdivision in South Turramurra. Stormwater runoff from the subdivision is captured and treated through a gross pollutant trap and wetland. The treated harvested water is being reused at Auluba 1 & 2 Ovals for irrigation.</p>
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Term Achievement

Code	Description	Progress	Stakeholders	Council Role
P7.1.2	Usage of existing community buildings and facilities is optimised. <i>Responsible Officer: Director Community</i>	<input checked="" type="checkbox"/>	Local Community Groups and Organisations, Residents	Deliver, Lead
Comments				
Optimum use of council's facilities is achieved through processing of leases and licences to community groups. Sporting and leisure facilities continue to be well utilised and the St Ives Precinct has seen a marked increase in usage throughout the reporting period. Progressing in accordance with Delivery Plan - Year 3.				

Critical Action

Code	Description	Progress	Comments
P7.1.2.1	Provide accommodation for identified community services in line with Community Leasing Policy. <i>Responsible Officer: Director Community</i>	<input checked="" type="checkbox"/> 100%	Community leases were reviewed and rent reviews were carried out on all properties during the reporting period.

Key Achievements

The very successful Epicentre Theatre productions in the Town Hall offering 3 productions in 2016.

Operational Plan Tasks

Code	Description	Progress	Comments
P7.1.2.1.1	Community leases are reviewed and implemented inline with leasing policy. <i>Responsible Officer: Manager Community & Recreation Services</i>	<input checked="" type="checkbox"/> 100%	All community leases reviewed and rent reviews carried out on all properties during the 2015/2016 financial year. Childcare Facilities revenue exceeded budget due to rent increases and re-negotiated lease agreements. Examples include Pymble Turramurra Preschool, Gordon Preschool and Roseville Kids Care, all with new term agreements that were successfully negotiated. 2 licences were terminated: - Mini Wheels Training Club (expiry of licence) - Easycare Gardening (expiry of licence)
P7.1.2.1.2	Provide community halls and meeting rooms to permanent and casual hirers. <i>Responsible Officer: Manager Community & Recreation Services</i>	<input checked="" type="checkbox"/> 100%	The Ku-ring-gai Town Hall is the stand out success of the 2015/2016 financial year for halls and meeting room hire. New stage lighting installed in the Town Hall has resulted in the ability of this facility to hold live theatre productions for the first time in 25 years. Council negotiated with the Epicentre Theatre Company to enter into a hire arrangement at the Town Hall in 2016 for 3 theatre productions, namely Rumours, Summer of the 17th Doll and The Great Gatsby. This was arranged without losing any existing hirers, resulting in additional hire income to Council for the 15/16 financial year. Another new hirer of Council's halls is That Great Market. This company has undertaken several community markets at East Lindfield Community Hall which has been popular.

Critical Action

Code	Description	Progress	Comments
P7.1.2.2	<p>Review utilisation and determine expansion opportunities for St Ives Precinct.</p> <p>Responsible Officer: Director Community</p>	<p> 100%</p>	<p>A series of signature events for the Showground and Wildflower Garden have been developed both internally and with external promoters. Events that have been very successful during the reporting period include a Curry Festival, fun runs and run and obstacle events, and a base camp for ultra-running events that use nearby trails.</p> <p>Other events include the Anzac Challenge with 1940 participants, Oxfam Trail walker 100K, and the Miss Muddy Run which anticipates over 3000 registrations. The St Ives Medieval Faire was held in September 2015. This is a unique event which is heading into its 3rd year and has drawn national and international recognition for the most historically accurate joust and village. Strong bookings for September 2016 are already evident with almost 1700 people booked in advance. The event has strong interest from social groups, family and previous attendees. It also provides a boost to local tourism and travel with 120 attendees from out of New South Wales plus 250 participants travelling from around Australia. DestinationNSW has been briefed on the event and are assisting marketing of the event through their various website portals.</p> <p>We have also worked closely with the Show Society to improve the presentation of the Grounds and to support compliance for the 2016 Agricultural Show. Council is also directly working with The Orchid Society to improve their event in August 2016.</p> <p>This period (January to June) has seen the continued development and presentation of environmental education programs. In the past twelve weeks we have had 567 school children participate in education programs presented by the Precinct Rangers. In the same period the Wildflower Garden catered for 69 Birthday Parties involving 895 children.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
P7.1.2.2.1	<p>Develop business models for new recreation and business opportunities identified in Plan of Management.</p> <p>Responsible Officer: Manager Community & Recreation Services</p>	<p> 100%</p>	<p>Work has been undertaken with an EOI to consider a range of new recreation opportunities in accordance with the Plan of Management. A final report to Council on the recent EOI is expected in July/August 2016 to consider opportunities for these tourism and recreation partners.</p> <p>The Precinct Co-ordinator has been co-ordinating discussion with the current</p>



			<p>user groups regarding updaters licence and user agreements. The Agreements for the Show Society, the Northside Dog Training, the Shed, the Radio Car Club and the Model Plane Club have been under review and will be finalised in the next three months for Councils consideration. There has been significant work undertaken to balance the growing demand for visitation in the Precinct with existing users.</p>
P7.1.2.2.2	<p>Promote Caley's Pavilion as a multipurpose venue for weddings, functions and corporate events.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>In the last 6 months Caley's has booked 43 large functions including 9 weddings, 3 Council functions and 31 corporate and family functions. Advance bookings are continuing to grow with bookings for weddings up to 12 months in advance.</p> <p>The Australian Plant Society continues to use the venue each Monday for their meetings and the MS Society have a regular Friday morning booking once a month.</p> <p>Caley's has been included on the landing page on Council's Website and has regular mentions on the Wildflower Garden Facebook. The venue has been promoted through recent wedding publications.</p> <p>Feedback from hirers is positive given the quality of the venue and access to garden areas and suitability for small to medium sized weddings.</p>
P7.1.2.2.3	<p>Implement programs and events to expand usage at the Wildflower Garden and St Ives Showground.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>During the past 6 months Council has been working with education rangers, promoters and other potential users of the facilities on the Precinct to further increase the usage. Activities include:</p> <ul style="list-style-type: none"> - The Romeo and Juliet production in March which was well received at the Wildflower Garden. - Campfire Birthdays and spotlight walks are scheduled during daylight savings and are very popular. - The YMCA are hiring the Douglas Pickering Pavilion for trampoline classes on Tuesday and Thursday evenings and are also booking school holiday programs. - Kids Dualathlon event on the Showground (Running and Cycling) which is booked once a month. - Working with the Northside Riding Club to support their Paralympics training program for 2020. - Increased filming activities with commercial filming companies mainly using the Showground. - Currently planning for an overnight camping experience is under way for October 2016 at the Wildflower Garden with music, camping, bush tucker and night prowls

Critical Action

Code	Description	Progress	Comments
P7.1.2.3	<p>Tennis and court facilities are available for coaching, programs and social play.</p> <p>Responsible Officer: Director Community</p>	 80%	<p>Information and booking signs have been placed on all courts including the popular Turramurra Park, Gordon Recreation, Canoon Road, Robert Pymble, Hamilton Park, Regimental Park, Allan Small Park, Roseville Park, Lindfield Community, Warrimoo and St Ives Village Green.</p> <p>Casual users can book online through Council's booking system however many continue to prefer deal directly with staff for complex bookings as many courts are being utilised by coaches with irregular hire patterns.</p> <p>Reason</p> <p>Some problems still exist with the general public's ability to book tennis courts using the on-line booking system. Complex multiple booking for tennis coaching bookings and booking variations still needed to be processed manually to assist the booking system. There is also no integration with the lighting controller.</p> <p>Remedial Action</p> <p>Further work with Council's Business Systems and software integration of existing software and to improve the management of complex bookings.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
P7.1.2.3.1	<p>Improve visitor signage and promote online booking system procedures for tennis hire.</p> <p>Responsible Officer: Manager Community & Recreation Services</p>	 80%	<p>Tennis courts continue to be popular with permanent and casual hirers.</p> <p>Some problems still exist with the general public's ability to book tennis courts using the on-line Booking System. Complex multiple bookings for Tennis coaching bookings and booking variations still needed to be processed manually causing inefficiencies and there is also no integration with the lighting controller.</p> <p>Reason</p> <p>The booking system is currently unable to adequately accommodate complex multiple booking requests. As an example coach hiring, weekend and late evening bookings are being conducted manually by bookings and on call staff.</p> <p>Remedial Action</p> <p>Further resourcing and work with business systems is needed to address</p>

complex bookings and lighting integration issues in 2016/2017 financial year.

Critical Action

Code	Description	Progress	Comments
P7.1.2.4	<p>Golf courses are professionally managed in line with industry standards.</p> <p>Responsible Officer: Director Community</p>	 92%	<p>The transition to the new 18 hole course at North Turramurra reached a key milestone following the opening of a large section of the course and 18 holes in play during the reporting period, with the final two holes opened in February 2016. Work is continuing on the sport fields, with the focus on maintaining access and car parking along with growth in the player rounds.</p> <p>Regular meetings between Council staff and the golf professional assisted with a smooth transition of Golf Services to the new golf course at North Turramurra Recreation Area. Council staff have worked closely with the golf professional to ensure a minimum impact on golf whilst the sports playing grounds construction was in progress. The player data shows a steady rise in playing numbers since the 18 hole layout has been opened. Marketing of the new course layout has included banners, improvements to the Council and contractor website, articles in golf publications and a promotional weekend of golf in April 2016.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
P7.1.2.4.1	<p>Implement electronic card system for North Turramurra Golf Course.</p> <p>Responsible Officer: Manager Community & Recreation Services</p>	 75%	<p>Investigations have been carried out into several possible electronic card systems suitable for North Turramurra Golf Course. As this technology is rapidly changing it was found older systems did not meet the system requirements. New systems use GPS tracking and scan points to manage player access, round speed and unpaid usage. However all systems are over the current level of funding. Following completion of the golf professional services contract extension, consideration can be given to operator requirements.</p> <p>Reason</p> <p>New extension of golf professional services contract to be finalised before new card system is introduced.</p> <p>Remedial Action</p> <p>Finalise and sign off the extension deed contract with consideration of additional funding requirements.</p>



<p>P7.1.2.4.2</p>	<p>Market the new North Turramurra course to existing and potential customers with the course professional.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	<p> 100%</p>	<p>Effective co-operation between Council and the golf professional at North Turramurra Golf Course has identified improvements to the accessibility and promotion of the new holes and layout. This commenced with a come and try weekend promotion held in April.</p> <p>The items focused on the marketing of the course as follows:</p> <ul style="list-style-type: none">- Advertising posters placed on the outside of the pro shop and advertising in local publications.- Synthetic turf established near the temporary pro shop to improve the presentation.- Pot plants and seating to improve the presentation of the temporary pro shop- Front entrance landscaping improvement were undertaken by Council's landscape renovation team- Council provided music, tents, tables, chairs, flags and 3 staff for promotion weekend which was a huge success in April- Promotional banners provided by Council and placed at various banner locations in the LGA.
<p>P7.1.2.4.3</p>	<p>Assist the transition of the Golf Services to the new golf course at North Turramurra Recreation Area.</p> <p>Responsible Officer: <i>Manager Community & Recreation Services</i></p>	<p> 100%</p>	<p>Regular meetings between Council staff and the golf professional assisted with a smooth transition of golf services to the new golf course at North Turramurra Recreation Area..</p> <p>Council's Project Manager, Director Operations and Community staff have worked closely with the golf professional to ensure a minimum impact on golf player numbers, whilst the sports playing grounds construction was in progress. Monitoring of contractor traffic, dust levels and noise generated issues during construction has established a solid base with the on-going relationship with the golf professional.</p> <p>Council has also monitored the golf pro's player data provided to Council. These show a steady rise in playing numbers, being very encouraging, with the course still restricted in parking during ongoing NTRA sports field works.</p>

Issue: Improving the standard of our infrastructure.

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
P8.1.1	Our public infrastructure and assets are planned, managed and funded to meet the community expectations, defined levels of service and address inter-generational equity. <i>Responsible Officer: Director Strategy & Environment</i>	<input checked="" type="checkbox"/>	Government Agencies, Community Groups, Residents	Deliver, Lead
Comments				
Council's public infrastructure assets are being planned and managed to meet the community's expectations and service levels and address integrated equity via the implementation of the Ku-ring-gai Contributions Plan (2010), and the new Section 94A development levy – with new parks and local roads being delivered across the LGA. Progressing in accordance with Delivery Program Year 3.				

Critical Action

Code	Description	Progress	Comments
P8.1.1.1	Development Contributions Plans are updated and implemented. <i>Responsible Officer: Director Strategy & Environment</i>	<input checked="" type="checkbox"/> 100%	The Ku-ring-gai Contributions Plan 2010 and the new Section 94A levy are implemented and quarterly updates of inflation proceeding as required. The additional Section 94A levy has been prepared and implemented to complement the Ku-ring-gai Contributions Plan 2010 by providing additional funding for community and physical infrastructure to meet the needs of the Community.

Operational Plan Tasks

Code	Description	Progress	Comments
P8.1.1.1.1	Instigate a review of the Contributions Plan when appropriate. <i>Responsible Officer: Manager Urban Planning</i>	<input checked="" type="checkbox"/> 100%	Completed previous reporting period.
P8.1.1.1.2	Manage current contributions system, receipting and indexation.	<input checked="" type="checkbox"/>	Quarterly updates of inflation continue to proceed as required. The quarterly update occurs on release of the second index, which is the Established House Price Index under the Residential Property Prices Index, which inflates the

Responsible Officer: Manager Urban Planning

100%

costs of acquiring land. This index is released after the Consumer Price Index (CPI) which is used to inflate the cost of carrying out works.

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
P8.1.2	<p>Programs for infrastructure and asset maintenance management are delivered in accordance with the adopted Asset Management Strategy and Plans.</p> <p>Responsible Officer: Director Operations</p>		Government Agencies, Community Groups, Residents	Deliver

Comments

The majority of asset assessments has been carried out with some delays for condition assessment due to contractor availability. Work on stage 3 of the building component assessment was delayed due to staff commitments on managing contracts. Suitable staff have now been engaged and working on completing outstanding asset assessments. Progressing in accordance with Delivery Program Year 3 subject to completion of outstanding assessments.

Critical Action

Code	Description	Progress	Comments
P8.1.2.1	<p>Asset Management Plans are in place for all asset classes and identify community expectations and defined service levels.</p> <p>Responsible Officer: Director Operations</p>	 90%	<p>Although Council has a complete suite of Asset Management Plans, it is only the adopted Asset Management Strategy that has been developed to include service levels established through community consultation. These service levels are being incorporated into the revised Asset Management Plans as they are renewed.</p> <p>Foundation work has been carried out to improve data on roads, footpaths and drainage and a preliminary review and analysis of criteria in the Drainage Policy was completed.</p> <p>Reason</p> <p>The Drainage Policy is on hold due to substantive changes which were not considered to be beneficial in view of timing of council amalgamations and will be reconsidered once forced mergers are resolved. Due to competing priorities the completion of Stage 3 of building condition data was unable to be fully completed due to resources required on other project works.</p> <p>Remedial Action</p> <p>It is envisaged that many of these works will be completed by August 2016.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
P8.1.2.1.1	<p>Implement Asset Management Plans to document maintenance, renewal and upgrade requirements in line with Community Service levels.</p> <p>Responsible Officer: Director Operations</p>	 90%	<p>Asset Management plans are developed for roads, footpaths and drainage. Building condition data at component level is fully completed for stages 1 and 2, and 80% for Stage 3 comprising of minor structures. Preliminary review and analysis of criteria in the Drainage Policy was undertaken.</p> <p>Reason</p> <p>Stage 3 of building condition data was unable to be fully completed due to resource required on higher priorities with other project works. Drainage policy on hold due to substantive changes not considered to be beneficial in view of timing of forced council mergers.</p> <p>Remedial Action</p> <p>Stage 3 to be closed out by August. Policy to be reconsidered following the outcome of the potential merger is known.</p>

Critical Action

Code	Description	Progress	Comments
P8.1.2.2	<p>Councils capital works and operational programs are delivered.</p> <p>Responsible Officer: Director Operations</p>	 84%	<p>Capital works for roads and footpaths were completed. Approx 60% of drainage works was completed including at Karanga Ave, Hespersus Street, Warawee Ave and Roseville Golf Course, as well as completed designs for 5 Cassandra and Oliver Road. A planned drainage proposed at Oliver Road at Roseville was postponed following non-competitive and price issues.</p> <p>Works on Koola Oval are progressing with the oval turfing works completed and work continuing on Stage 4. Howson Oval works are nearing completion with some minor drainage works to be done. Cameron Park upgrade has been delayed due to the contractor going into voluntary administration.</p> <p>Operational programs for road, footpaths and drainage were implemented with satisfactory outcomes.</p> <p>Reason</p> <p>Planned drainage capital works proposed at Oliver Road at Roseville were postponed following non-competitive and price issues after second calling of tender.</p> <p>Remedial Action</p> <p>The works at Oliver Road will be carried forward into 2016/17, redesigned and reissued for new tender.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
P8.1.2.2.1	<p>Deliver annual capital works program on time and within budget.</p> <p>Responsible Officer: Director Operations</p>	 95%	<p>Most of the capital works program was completed this year. The roads programs has been completed as well as the footpath program.</p> <p>The oval works at Koola Park have been completed, however, the opening will be delayed to allow the turf to take hold over the summer months. Cricket will be allowed to use the field. The contractor is continuing with the pathway around the oval.</p> <p>Howson Oval has been completed but will not be open until September to allow for the turf to take hold. NTRA is progressing well with both the turf and the synthetic fields likely to be finished by July 2016. The amenities building is the start in July and finish around September. The synthetic field will be open around September for soccer use but the turf fields will not be open for use until April 2017 to allow the turf to grow and take hold. The new road between McIntyre and Dumaresq Street was open to traffic. Cameron Park has been delayed due to the contractor going into Administration.</p>
P8.1.2.2.2	<p>Prepare draft capital works and renewal programs for Council's footpaths, roads, drains and carparks for inclusion in the Delivery Program.</p> <p>Responsible Officer: Director Operations</p>	 93%	<p>Capital works for roads and footpaths have been completed, while the major drainage proposed at Oliver Road at Roseville was postponed following non-competitive and price issues. A re-design is now being prepared for the work to be re-tendered. Other minor drainage works were completed.</p> <p>Operational programs for road, footpaths and drainage was implemented and satisfactory outcomes.</p>
P8.1.2.2.3	<p>Complete road and footpath program on time and on budget.</p> <p>Responsible Officer: Director Operations</p>	 92%	<p>Capital works for roads and footpaths were completed, while the major drainage proposed at Oliver Road, Roseville was postponed following non-competitive and price issues. A re-design has been done and will be re-tendered next financial year. All minor drainage works were completed.</p> <p>Operational programs for road, footpaths and drainage was implemented and satisfactory outcomes.</p>
P8.1.2.2.4	<p>Complete drainage program on time and on budget.</p> <p>Responsible Officer: Director Operations</p>	 54%	<p>By June, 54% of the allocated budget for drainage works was expended, with full completion at sites - Karanga Ave, Hespersus Street, Warawee Ave and Roseville Golf Course, as well as completed designs for 5 Cassandra and Oliver Road.</p>



			<p>Operational programs for road, footpaths and drainage was implemented with satisfactory outcomes.</p> <p>Reason</p> <p>Drainage works at 5 Cassandra was delayed due to lack of contractor availability and submission bids. For Oliver Road works, there was no competitive tenders and price was above available budget. A quoted for redesign was sought but considered overpriced.</p> <p>Remedial Action</p> <p>Works proposed at 5 Cassandra will go back out to market in 2016/2017. Oliver Road drainage work to be redesigned internally.</p>
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Theme: Access, Traffic and Transport

Performance Indicators

Code	Description	Baseline	Yearly Target	Units	Achieved Amount	Yearly Rating Image
T1.1.1.A	Additional footpath network.	Annual target of 0.9km. (Data source: Council)	0.9	km	0.93	
T1.1.1.B	Number of new and upgraded pedestrian facilities (bus stops, crossings, islands).	Annual target of 10 new or upgraded pedestrian facilities. (Data source: Council)	10	Number	5	
<p>Comment: Delays have occurred to this program to allow Council's further consideration of a new draft Pedestrian Access and Mobility Plan. Resources for design and project management of bus stops and some footpath works have been reallocated to other high priority projects. Resources will be allocated back to bus stops and footpaths once those major works are completed.</p>						
T1.1.1.C	Additional cycleway network.	Annual target of 2.5km of additional cycleway network. (Data source: Council)	2.5	Km	0	
<p>Comment: Planning and costings for a further 2.25km of cycle network in Roseville/Roseville Chase progressed during the year but could not be delivered due to other workloads. Works are expected to commence in the first quarter of 2016/2017.</p>						
T1.1.1.D	Number of new and upgraded bicycle facilities.	Annual target of 5 new or upgraded bicycle facilities. (Data source: Council)	5	Number	1	
<p>Comment: Planning for new cycling facilities was completed for various new and upgraded parks, sporting and recreation facilities. Due to on-going construction of these projects the new cycling facilities could not be delivered during the 2015/2016 year. The facilities are expected to be installed in the 2016/2017 year.</p>						
T1.1.4.A	Use of alternative modes of transport: Bicycle count data.	Annual target of 5% average increase in bicycle trips. (Data source: Council)	5	%	0	
<p>Comment: During 2015/2016, the bicycle counting equipment was installed at 2 new priority locations in Ku-ring-gai to establish baseline data. As a result comparative data could not be collected at previous locations. It is expected that in 2016/2017, the counting equipment will be rotated back to sites previously measured and this will enable comparative data to be collected and assessed.</p>						
T2.1.1.A	Reduction in the number of recorded collisions per year involving vehicles and pedestrians.	There were a total of 576 vehicle and pedestrian accidents, year to December 2012. (Data source: Roads and Maritime Services)	1.5	%	3.67	
<p>Comment: The best available data provided from the RMS is for the period 1 July 2013 – 30 June 2014, with a twelve month time lag in statistics. During this period there were 499 accidents on all roads within the Ku-ring-gai local government area, equivalent to a 3.67% reduction from the previous year (518 accidents).</p>						

Theme: Access, Traffic and Transport

Issue: Integrated and Accessible Transport.

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
T1.1.1	Public transport connections are accessible to all age groups and match the travel needs of the community. <i>Responsible Officer: Director Operations</i>		Transport for NSW, Roads and Maritime Services, Department of Planning and Environment, Railcorp/CityRail, State Transit, Private Bus Companies	Facilitate, Advocate, Lead
Comments				
Council staff continued to consult with Transport for NSW on key projects during 2015/2016 to improve public transport access and connections. Due to further consideration of Council's draft Pedestrian Access and Mobility Plan some improvement works have been put on hold or delayed. This has allowed design and project management resources to be reallocated to other high priority capital works. Once completed these resources will be allocated back to those works in 2016/2017. Progressing generally in accordance with Delivery Program Year 3.				

Critical Action

Code	Description	Progress	Comments
T1.1.1.1	An improvement plan is being implemented for bus stops, bus shelters, bikeways and footpath networks having regard for the access, health and recreational needs of the community. <i>Responsible Officer: Director Operations</i>	 74%	At its meeting of 24 May 2016, Council resolved that the Pedestrian Access and Mobility Plan be deferred for further consideration, including discussion with interested Councillors and relevant staff and feedback provided on the plan's key recommendations. As a result, designs for bus stops and their implementation have been placed on hold and footpath design and construction delayed. Reason Resources for design and project management for bus stops and footpath works have been reallocated to complete other high priority capital works such as North Turrumurra Recreation Area, the new road link, and drainage for 90 Babbage Road. Remedial Action Following completion of the capital works, resources are to be allocated to bus stops and footpaths.

Operational Plan Tasks

Code	Description	Progress	Comments
T1.1.1.1.1	<p>Work with Transport for NSW to co-ordinate and implement connections and upgrades to railway stations.</p> <p>Responsible Officer: <i>Manager Traffic & Transport</i></p>	 100%	<p>Council staff continued to consult with Transport for NSW on key projects during 2015/2016 to improve public transport access and connections. Apart from the ongoing negotiations regarding the proposed commuter car parking in the Lindfield Village Green and Lindfield Community Hub sites, there has been no further indication from Transport for NSW of the intention to implement connections and/or upgrades to other railway stations in Ku-ring-gai.</p>
T1.1.1.1.2	<p>Ensure consistency between Council policies and the Integrated Transport Strategy.</p> <p>Responsible Officer: <i>Director Operations</i></p>	 100%	<p>Operations staff liaise with Strategy and Environment staff on a regular basis to ensure consistency between policies and future transport planning. Council's Strategic Transport Engineer was consulted to ensure the revised Traffic and Transport Policy position on parking across and adjacent to driveways is consistent with policies that govern transport planning in Council.</p> <p>The revised Ku-ring-gai DCP now makes provision for car share vehicle parking to be incorporated in development sites.</p>
T1.1.1.1.3	<p>Progressively implement the Pedestrian Access and Mobility Plan (PAMP) in local centres.</p> <p>Responsible Officer: <i>Manager Traffic & Transport</i></p>	 75%	<p>Following public exhibition the draft PAMP was reported to Council at its meeting on 24 May 2016. Council resolved to defer the plan to allow further consideration of its recommendations.</p> <p>Reason</p> <p>Council resolved that the Pedestrian Access and Mobility Plan be deferred for further consideration of the Plan including discussion with interested Councillors and relevant staff, with feedback to be provided on the key recommendations.</p> <p>Remedial Action</p> <p>In accordance with the Council resolution, a Councillor workshop and briefing on the Pedestrian Access and Mobility Plan was held on Tuesday 21 June 2016 with three Councillors attending and the GHD consultants in attendance. The Plan will be further reviewed before reporting back to Council.</p>
T1.1.1.1.4	<p>Continue to implement the Bike Plan.</p> <p>Responsible Officer: <i>Manager Traffic & Transport</i></p>	 75%	<p>During the reporting period plans for Roseville 1 cycle route were progressed to finalisation and a Bill of Quantities was prepared for quotations from contractors. A Potential Impact Assessment/Minor Works Assessment was also prepared.</p> <p>Reason</p>



			<p>Workloads on other projects meant that progression of the Bike Plan project was delayed and hand over to Operations Project Officers to call quotes and engage contractors did not occur until early June. This did not leave enough time to call for quotes, engage contractors and commence implementation work before June 30 2016.</p> <p>Remedial Action</p> <p>The section of the cycle route at the eastern end of Addison Avenue and the eastern side of Babbage Road was incorporated into tender documentation for the Park Avenue Playground upgrade project. This section will be delivered as part of this project. The remainder of the project is expected to be delivered in the 2016/2017 year, with funds carried forward.</p>
T1.1.1.1.5	<p>Progressively upgrade bus stops in accordance with the Disability Discrimination Act requirements and 5 year program (to allocated budget).</p> <p>Responsible Officer: <i>Manager Engineering Operations</i></p>	 20%	<p>Due to designs for bus stops and some footpaths being on hold or delayed, resources have been reallocated to the North Turramurra Recreation Area project, Moree Road link and design and documentation for drainage for 90 Babbage Road. The bus stop design for Babbage Road requires finalising following a quote from a bus shelter company.</p> <p>Reason</p> <p>Resources for this project are fully committed to other high priority projects.</p> <p>Remedial Action</p> <p>Following completion of the capital works, resources are to be allocated to bus stops and footpaths.</p>

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
T1.1.2	<p>A network of safe and convenient links to local centres, major land uses and recreation opportunities is in place.</p> <p>Responsible Officer: <i>Director Strategy & Environment</i></p>		Community Groups	Deliver
Comments				
<p>Work continued on providing a network of safe and convenient walking paths, bikeway links and support facilities for local centres, major land uses and recreational facilities. New bicycle parking facilities have been incorporated into the master planning for Activate Lindfield Centres – Community Hub and Lindfield Village Green and the Turramurra Community Hub and the Warrimoo Avenue shops upgrade. Progressing in accordance with Delivery Program Year 3.</p>				

Critical Action

Code	Description	Progress	Comments
T1.1.2.1	<p>Implement appropriate recommendations from the Ku-ring-gai Integrated Transport Strategy.</p> <p>Responsible Officer: Director Strategy & Environment</p>	<p> 100%</p>	<p>New bicycle parking facilities are being incorporated in the following key Council projects which are in various stages of detailed and concept design:</p> <ul style="list-style-type: none"> - St Ives Chase shops (Warrimoo Ave) - Lindfield Village Green - Lindfield Community Hub - Turramurra Community Hub

Key Achievements

Council has incorporated new dedicated bicycle facilities at key destinations within the master planning for local centres and neighbourhood shop upgrades.

Operational Plan Tasks

Code	Description	Progress	Comments
T1.1.2.1.1	<p>Incorporate the provision of bicycle facilities in key locations.</p> <p>Responsible Officer: Manager Urban Planning</p>	<p> 100%</p>	<p>New bicycle parking facilities are being incorporated into key Council projects which are in various stages of detailed and concept design. They include St Ives Chase shops (Warrimoo Ave), Lindfield Village Green, Lindfield Community Hub and Turramurra Community Hub.</p> <p>For the mixed use projects (Lindfield Community Hub and Turramurra Community Hub), secure bicycle parking is expected to be provided for staff/employees, and casual parking facilities would be provided at-grade for visitors/shoppers.</p> <p>To promote the awareness of bicycle parking locations in the local government area, existing bicycle parking locations have also been mapped on Google Maps with accompanying photographs and a link provided on Council's Cycling webpage.</p>

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
T1.1.3	<p>Advocate to relevant government agencies and private companies for integrated public transport facilities and service improvements that meet community needs.</p> <p>Responsible Officer: Director Strategy & Environment</p>	<p></p>	<p>Transport for NSW, Roads and Maritime Services, State Transit, Northern Sydney Region of Councils</p>	<p>Advocate, Lead</p>

Comments

Council has worked closely with both the Roads and Maritime Services and Transport for NSW to secure improvements for integrated public transport facilities including commuter parking at the rail stations and bus interchange improvements. Progressing in accordance with Delivery Program Year 3.

Critical Action

Code	Description	Progress	Comments
T1.1.3.1	<p>Liaise with State agencies to provide improved commuter parking and bus interchanges.</p> <p>Responsible Officer: Director Strategy & Environment</p>	<p> 100%</p>	<p>Council has liaised with Transport for NSW to secure further additional commuter parking, associated infrastructure and bus interchange upgrades at the key local centres of Gordon, Lindfield and Turramurra.</p>

Key Achievements

A strong working relationship has been developed by Council with Transport for NSW to ensure Council can negotiate the best funding outcomes and delivery for new commuter parking and associated infrastructure to coincide with the Activate Ku-ring-gai Local Centres program.

Operational Plan Tasks

Code	Description	Progress	Comments
T1.1.3.1.1	<p>Continue to lobby Transport for NSW in the provision of additional commuter car parking at priority rail stations, including Lindfield and Turramurra.</p> <p>Responsible Officer: Manager Urban Planning</p>	<p> 100%</p>	<p>Negotiations are still ongoing with Transport for NSW regarding the provision of commuter car parking as part of the Lindfield Community Hub and Lindfield Village Green projects.</p> <p>Additional commuter parking at other rail stations, including Turramurra, was previously raised with Transport for NSW but there has been no formal response.</p>
T1.1.3.1.2	<p>Advocate with Transport for NSW to target improvements to the Mona Vale - Macquarie Park route as per the "Sydney's Bus Future 2013" document and bus providers for new Metrobus Services.</p> <p>Responsible Officer: Manager Urban Planning</p>	<p> 100%</p>	<p>Transport for NSW advised of a steady increase in services through St Ives to Macquarie Park, however there has been no formal advocacy with Transport for NSW during the 6 months to June 2016. Further requests for improvements may be made to Transport for NSW where opportunities present themselves.</p> <p>In the meantime, a new fleet of double-decker buses and new public transport routes was announced by the NSW Government ahead of the 2016 State Budget, which includes improvements to Macquarie Park services. According to media articles, this specifically relates to enhanced services on the 197 route (Mona Vale to Macquarie, Park via Terrey Hills and Gordon), operated by Forest Coach Lines.</p>

			<p>In the meantime, a new fleet of double-decker buses and new public transport routes was announced by the NSW government ahead of the 2016 state budget, which includes improvements to Macquarie Park services. According to media articles, this specifically relates to enhanced services on the 197 route (Mona Vale to Macquarie, Park via Terrey Hills and Gordon), operated by Forest Coach Lines.</p> <p>Discussions with Forest Coach Lines indicate that Transport for NSW will shortly be contacting the bus operators with details of the proposed alterations/enhancement to the services.</p> <p>The North District Plan will also provide an opportunity to further identify and promote regional bus routes and associated infrastructure.</p>
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Term Achievement

Code	Description	Progress	Stakeholders	Council Role
T1.1.4	<p>The community is informed, educated and encouraged to use alternative forms of transport.</p> <p><i>Responsible Officer: Director Strategy & Environment</i></p>	<input checked="" type="checkbox"/>	Community Groups, Residents	Advocate, Educate, Promote
Comments				
<p>The community has continued to be informed, educated and encouraged to use alternative forms of transport through the Ride to Work program, updated cycling maps and development of innovative transport access guides for school communities. Progressing in accordance with Delivery Program Year 3.</p>				

Critical Action

Code	Description	Progress	Comments
T1.1.4.1	<p>Information and education programs focus on alternatives to private car use.</p> <p><i>Responsible Officer: Director Strategy & Environment</i></p>	<input checked="" type="checkbox"/> 100%	<p>During the reporting period initiatives were researched leading to the development of practical tools and guides to encourage alternative transport to schools. It is anticipated that these will be available early in 2016/2017.</p>
Key Achievements			
<p>A series of initiatives to educate the community on alternative forms of transport have been completed including the Ride to Work Day, and innovative guides to promote alternative transport modes are being developed specifically for the school communities.</p>			

Operational Plan Tasks

Code	Description	Progress	Comments
T1.1.4.1.1	<p>Education programs are developed for schools and workplaces to encourage alternative modes of transport.</p> <p>Responsible Officer: Manager Urban Planning</p>	 100%	<p>During the reporting period, research was conducted by staff in Urban Planning, Sustainability and Traffic Operations (Road Safety) regarding initiatives to encourage alternative transport to schools. Initiatives considered for specific schools, highlighting walking distances and alternative transport options, included Transport Access Guides (printed) and web/smartphone based apps.</p> <p>Following a review of the potential scope and available time, a consultant has been engaged to develop Transport Access Guides for specific schools. The Transport Access Guides are expected to be rolled out early next financial year.</p>

Issue: Local Road Network.

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
T2.1.1	<p>Road network safety and efficiency are improved and traffic congestion is reduced.</p> <p>Responsible Officer: Director Operations</p>		Roads and Maritime Services, Northern Sydney Region of Councils	Deliver, Lead
Comments				
The majority of road safety programs have been completed. Work is continuing with Roads and Maritime Services to implement key projects. Progressing in accordance with Delivery Program - Year 3.				

Critical Action

Code	Description	Progress	Comments
T2.1.1.1	<p>Implement road network improvements based on 10 year Traffic and Transport Plan.</p> <p>Responsible Officer: Director Operations</p>	 75%	<p>The review of the 10 year plan has not been fully completed and has affected the implementation of some of the projects in the plan.</p> <p>Reason</p> <p>Due to competing workloads and staffing matters, the review was not completed as planned.</p> <p>Remedial Action</p>



			Staffing resources have now been resolved and the review can continue in 2016/2017.
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Operational Plan Tasks

Code	Description	Progress	Comments
T2.1.1.1.1	Implement the 10 year Traffic and Transport Program. <i>Responsible Officer: Director Operations</i>	 75%	The review of the 10 year plan has not been fully completed and has affected the implementation of some of the projects in the plan. Reason Due to competing workloads and staffing matters, the review was not completed as planned. Remedial Action Staffing resources have now been resolved and the review can continue in 2016/2017.

Critical Action

Code	Description	Progress	Comments
T2.1.1.2	Parking is managed to balance the supply and demand of available parking spaces. <i>Responsible Officer: Director Development & Regulation</i>	 100%	During the reporting period effective parking enforcement for both on street and off street parking ensured a regular turnover of spaces within local centres, safety around schools and transport hubs. A total of 13,890 penalty infringements were issued in the year, representing a value of \$2,007,383.00.

Operational Plan Tasks

Code	Description	Progress	Comments
T2.1.1.2.1	Review parking in the Wahroonga Town Centre and surrounds. <i>Responsible Officer: Director Operations</i>	 100%	Completed in previous reporting period.
T2.1.1.2.2	Regulatory enforcement is undertaken in accordance with Council's Compliance Policy. <i>Responsible Officer: Manager Compliance & Regulation</i>	 100%	During the reporting period parking continued to be managed effectively within the Ku-ring-gai local government area by Council's rangers. Council received 397 complaints in relation to parking (a slight decrease from the previous reporting period). This included complaints regarding on-street parking, carparks and blocked driveways. The Rangers issued 1895 penalty notices for

carpark offences and 2053 penalty notices for on-street offences, which was a significant increase from the previous reporting period.

Issue: Regional Transport Network.

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
T3.1.1	A strategic access, traffic and transport plan is being implemented for the Northern Sydney Region. <i>Responsible Officer: Director Strategy & Environment</i>	<input checked="" type="checkbox"/>	Transport for NSW, Roads and Maritime Services, State Transit, Northern Sydney Region of Councils, Private Bus Companies, Department of Planning and Environment	Deliver, Advocate

Comments

Council has continued to collaborate and advocate for pro-active measures for access, traffic and transport for the Northern Sydney Region. For example, bus transport, traffic modelling, commuter parking and bike planning and also at a wider strategic level through the transport component of the upcoming Sydney North District Plan being prepared by the Greater Sydney Commission.

Progressing in accordance with Delivery Program Year 3.

Critical Action

Code	Description	Progress	Comments
T3.1.1.1	Collaborate with regional partners to pursue a Northern Beaches transit link. <i>Responsible Officer: Director Strategy & Environment</i>	<input checked="" type="checkbox"/> 100%	A new fleet of double-decker buses and new public transport routes was announced by the NSW Government ahead of the 2016 State Budget, which includes improvements to key bus corridors. According to media articles, this specifically relates to enhanced services on the 270-274 routes (Frenchs Forest district to the City, via Babbage Road Roseville) operated by Forest Coach Lines. Discussions with Forest Coach Lines indicate that Transport for NSW will shortly be contacting the bus operators with details of the proposed alterations/enhancement to the services. Further review and planning for regional transport links will be progressed as part of the Sydney North District Plan being prepared for exhibition by the Greater Sydney Commission.

Key Achievements

Review and planning for regional transport links will continue via Transport for NSW and as part of the Sydney North District Plan being prepared for exhibition by the Greater Sydney Commission.

Operational Plan Tasks

Code	Description	Progress	Comments
T3.1.1.1.1	<p>Participate in NSROC programs to advocate for and present Kuring-gai's policy objectives.</p> <p>Responsible Officer: <i>Manager Urban Planning</i></p>	<p> 100%</p>	<p>During the 6 months to June 2016, there has been no activity from NSROC regarding the BRT corridor from Dee Why to Chatswood.</p> <p>Given the potential for Council amalgamations this year, it is uncertain what role NSROC would have in this matter, although NSROC appears to have agreed to continue day-to-day functions at least until the 'Fit for the Future' Local Government reform process has concluded.</p> <p>However, in the meantime, a new fleet of double-decker buses and new public transport routes was announced by the NSW Government ahead of the 2016 state budget, which includes improvements to key bus corridors. According to media articles, this specifically relates to enhanced services on the 270-274 routes (Frenchs Forest district to the City, via Babbage Road Roseville), operated by Forest Coach Lines.</p> <p>Discussions with Forest Coach Lines indicate that Transport for NSW will shortly be contacting the bus operators with details of the proposed alterations/enhancement to the services.</p> <p>Further review and planning for regional transport links will be progressed as part of the Sydney North District Plan being prepared for exhibition by the Greater Sydney Commission.</p>

Critical Action

Code	Description	Progress	Comments
T3.1.1.2	<p>Pursue regional collaboration to progress the F3 to M2 Motorway link.</p> <p>Responsible Officer: <i>Director Strategy & Environment</i></p>	<p> 100%</p>	<p>Preliminary site works have commenced, and Strategy involvement in the project is now modest at best. Operations staff are more directly involved, and are currently working with the builders of NorthConnex on various aspects of the project such as:</p> <ul style="list-style-type: none"> - Construction compounds - Drainage works - Construction traffic management.

Key Achievements

The NorthConnex M1 Pacific Motorway at Wahroonga to the Hills M2 Motorway Link project has progressed with collaborative input across relevant Council departments and the NorthConnex Authority and are now well under way for completion.

Operational Plan Tasks

Code	Description	Progress	Comments
T3.1.1.2.1	Continue to work with relevant agencies to progress the NorthConnex link. <i>Responsible Officer: Manager Urban Planning</i>	<input checked="" type="checkbox"/> 100%	Preliminary site works have commenced, and Council's Operations staff, who are now more directly involved in the project, are currently working with the builders of NorthConnex on various aspects of the project, including construction compounds, drainage works and construction traffic management.

Critical Action

Code	Description	Progress	Comments
T3.1.1.3	Implement road network improvements identified in the Ku-ring-gai Contributions Plan 2010. <i>Responsible Officer: Director Operations</i>	<input checked="" type="checkbox"/> 100%	Works in the Ku-ring-gai Contributions Plan 2010 have been included in the 10 year Traffic and Transport Plan and the Long Term Financial Plan, along with indicative timings. These works are typically development or Council project-driven and will depend on the development occurring in the local centres.

Operational Plan Tasks

Code	Description	Progress	Comments
T3.1.1.3.1	Plan for works in response to development in local centres. <i>Responsible Officer: Manager Urban Planning</i>	<input checked="" type="checkbox"/> 100%	Works in the Ku-ring-gai Contributions Plan 2010 have been included in the 10 year Traffic and Transport Plan and the Long Term Financial Plan, along with indicative timings. These works are typically development or Council project-driven and will depend on development occurring in the local centres. Projects of note during the reporting period include: Turramurra Local Centre transport planning Transport analysis and assessment of the Turramurra Community Hub continued during the 6 months to June 30, incorporating the whole Turramurra Local Centre as the study area. This incorporates the traffic and transport improvements identified in the Ku-ring-gai Contributions Plan 2010, as well as other improvements and refinements to increase transport accessibility and circulation. Gordon Local Centre transport planning Transport analysis and assessment of the Gordon Cultural and Civic Hub. Council resolved to defer this project due to the NSW Government's merger proposal. However, the design for the proposed roundabout at the intersection of Henry Street and the railway underpass road was effectively completed during the quarter to March 2016, with lighting designs being finalised between Council and Ausgrid.

			<p>Lindfield Local Centre</p> <p>The traffic and transport upgrades around the Lindfield Village Green Project have been included in the Request for Tender for design services, ensuring that these will form part of the development application.</p>
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Term Achievement

Code	Description	Progress	Stakeholders	Council Role
T3.1.2	<p>Council engages with the State Government to upgrade regional roads and reduce congestion in the local road network.</p> <p><i>Responsible Officer: Director Operations</i></p>		Roads and Maritime Services, Northern Sydney Region of Councils	Advocate
Comments				
<p>Work on upgrading regional roads and traffic improvements has been completed in accordance with the adopted program for 2015/2016.</p> <p>Progressing in accordance with Delivery Program - Year 3.</p>				

Critical Action

Code	Description	Progress	Comments
T3.1.2.1	<p>A program of prioritised works has been developed and is being implemented in partnership with State government to improve the efficiency of major roads.</p> <p><i>Responsible Officer: Director Operations</i></p>	 100%	<p>There are a number of major projects in Council's Development Contributions Plan and Long Term Financial Plan that involve improvements to major roads. Recent major projects include:</p> <ul style="list-style-type: none"> - Lindfield Community Hub and Lindfield Village Green – improvements to Pacific Highway and nearby local roads in Lindfield are being incorporated in the respective project scopes. - Turramurra Community Hub – improvements to Pacific Highway and nearby local roads in Lindfield are being incorporated in the project scope.
Key Achievements			
<p>Progressed planning for Lindfield Community Hub, Lindfield Village Green and Turramurra Community Hub.</p>			



Operational Plan Tasks

Code	Description	Progress	Comments
T3.1.2.1.1	<p>Pursue funding opportunities with RMS for improvement works on Regional roads and at Blackspot locations.</p> <p>Responsible Officer: <i>Manager Traffic & Transport</i></p>	<p> 100%</p>	<p>Council was successful in obtaining funding from the Roads and Maritime Services for improvements to Lady Game Drive, Killara (Blackbutt Creek to De Burgh Road). The project scope is for the installation of a wire rope barrier, a new jersey kerb and a slip resistant road surface, for an estimated project cost of \$1.364 million.</p> <p>Nominations for the 2017/2018 Road Safety Programs closed Sunday 31st July 2016, and nominations for the 2017/2018 Active Transport Program closed mid July 2016. Applications for these programs were developed for submission during the next quarter.</p>

Theme: Local Economy and Employment

Performance Indicators

Code	Description	Baseline	Yearly Target	Units	Achieved Amount	Yearly Rating Image
E1.1.1.A	Businesses in Ku-ring-gai Local Government Area (LGA).	In 2011/2012 there were an estimated 13,499 local businesses in Ku-ring-gai Local Government Area (LGA). (Data source: National Institute of Economic and Industry Research (NIEIR))	13,499	Businesses	13,572	
E1.1.1.B	Economic employment promotion initiatives delivered or facilitated by Council.	Completion of agreed annual program. (Data source: Council)	100	%	100	
E1.1.1.C	Local jobs in Ku-ring-gai Local Government Area (LGA).	In 2011/2012 there were an estimated 34,835 local jobs in Ku-ring-gai LGA, equivalent to 0.97% of total jobs in NSW. (Data source: National Institute of Economic and Industry Research (NIEIR))	34,835	Local jobs	37,447	
E2.1.1.A	Participants involved in economic employment forums, workshops and initiatives facilitated by Council.	Annual target of 45 participants. (Data source: Council)	45	Participants	370	
E3.1.1.A	Visitation promotion initiatives delivered or facilitated by Council.	Completion of agreed annual program. (Data source: Council)	100	%	100	
E3.1.2.A	Visits to selected Ku-ring-gai attractions.	In 2012/2013 there were 12,384 visits to the Ku-ring-gai Wildflower Garden. (Data source: Council)	12,000	Visits	30,764	
<p>Comment: Total visitation for 2015/16 is 27,764 for the Wildflower Garden for programs, visitors, and functions. An additional 3000 attended the Wildflower Garden Festival. Highlights have included 100% capacity in Campfire and Evening Spotlight events, successful introduction of Shakespeare in the Gardens, Junior rangers programs. This represents a 150% increase from 20,500 visits in 2014/15.</p>						

Theme: Local Economy and Employment

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

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
E1.1.1	Ku-ring-gai's opportunities and assets are promoted to strengthen and attract business and employment to the area. <i>Responsible Officer: Director Community</i>	<input checked="" type="checkbox"/>	Chambers of Commerce, Local Business Associations, Business and Land Owners, Developers, Government Agencies	Facilitate, Lead
Comments				
Council continues to deliver business breakfasts and other functions through the Business Engagement Program, and in February 2016 Council became a member of the NSW Government's Small Business Friendly Council's program. Progressing in accordance with Delivery Plan - Year 3.				

Critical Action

Code	Description	Progress	Comments
E1.1.1.1	Research opportunities to strengthen and attract business to Ku-ring-gai. <i>Responsible Officer: Director Community</i>	<input checked="" type="checkbox"/> 100%	Council staff continued to build on working relationships already established with the business community including business chambers (local and state), representatives from the NSW Small Business Small Business Connect program and local business.

Operational Plan Tasks

Code	Description	Progress	Comments
E1.1.1.1.1	Continue to identify opportunities to promote and strengthen Ku-ring-gai's economy. <i>Responsible Officer: Manager Corporate Communications</i>	<input checked="" type="checkbox"/> 100%	During the period Council staff continued building solid relationships with business chambers (local and state), representatives from the NSW Small Business Small Business Connect program and local business. Council engages in regular discussions to identify opportunities to promote and strengthen Ku-ring-gai's local economy and adapts and plans business engagement events to respond to the needs and advice of business stakeholders.

Critical Action

Code	Description	Progress	Comments
E1.1.1.2	<p>Develop a strategic program in collaboration with economic partners, to promote Ku-ring-gai as a place to invest in business and employment generating activities.</p> <p>Responsible Officer: Director Community</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Council has continued to deliver its business engagement program including four business breakfasts during 2015/2016. The Small Business Round table sessions also commenced for small business in the Ku-ring-gai Council area, designed to assist businesses to connect and learn.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
E1.1.1.2.1	<p>Implement Council's strategic actions to promote Ku-ring-gai as a place to invest.</p> <p>Responsible Officer: Manager Corporate Communications</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>During the period Council continued to deliver its business engagement program. This included delivery of a business breakfast on 12 May focusing on applying innovation in business. This was the fourth business breakfast held in 2015/2016. The Small Business Roundtable sessions also commenced. These are free to small business and held monthly across the Ku-ring-gai Council area, and designed to assist businesses connect and learn. The first event took place at the CSIRO on 26 April, focusing on low cost marketing and a second one on 31 May, focussed on managing cashflow. A session was not held in June due to the expected commitments of businesses preparing for the end of the financial year.</p> <p>Work also continued on the Local Centre activation projects at Lindfield and Turramurra including engaging with local businesses and Chambers of Commerce.</p> <p>In June Council also attended a business meet and greet in Lindfield to discuss local business issues including the Lindfield Hub and Village Green developments.</p>

Critical Action

Code	Description	Progress	Comments
E1.1.1.3	<p>Build partnerships with business and stakeholders to promote business opportunities.</p> <p>Responsible Officer: Director Community</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Council joined the State Government's Small Business Friendly Council's Program (SBFC) in February 2016. A key part of joining this program is the commitment to run bi-annual business forums to engage with the business community. The first of these was held at CSIRO Lindfield on 31 March. Nearly 100 people attended the event joining local state and federal politicians, representatives from the Office of the NSW Small Business Commission, NSW Business Chamber, other local business chambers and CSIRO to hear about the innovation and ideas boom. The event was a great success with very positive feedback.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
E1.1.1.3.1	<p>Work with NSW State Government agencies and engage local business Chambers and the business community to support small businesses and promote new business opportunities.</p> <p>Responsible Officer: <i>Manager Corporate Communications</i></p>	<p>✓ 100%</p>	<p>Another component of membership to the SPFC was the introduction of Councils monthly 'Ku-ring-gai Business Connections' e-news. This e-news is used to promote events and information relevant to business in the LGA. Council actively liaises with local chambers of commerce as well as the NSW Business Chamber and promotes their events and programs through the e-news. Council has also developed strong relationships with representatives from the NSW Small Business Connect program, ensuring that their small business advisers are in attendance at Council events to provide practical business advice to attendees and set up subsequent business coaching sessions.</p>

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
E1.1.2	<p>Opportunities are pursued to strengthen our local and neighbourhood centres to promote small and medium businesses in Ku-ring-gai.</p> <p>Responsible Officer: <i>Director Community</i></p>	<p>✓</p>	<p>Chambers of Commerce, Local Business Associations, Business and Land Owners, Developers, Government Agencies, Utilities, Residents, Community Groups</p>	<p>Facilitate, Lead</p>

Comments

Council continues to engage with Chambers of Commerce and businesses in Local Centres. Opportunities are also identified and support is provided to business and community groups for local events and festivals. Progressing in accordance with Delivery Program – Year 3.

Critical Action

Code	Description	Progress	Comments
E1.1.2.1	<p>Engage businesses in the centres to provide input into improvement plans.</p> <p>Responsible Officer: <i>Director Community</i></p>	<p>✓ 100%</p>	<p>Significant engagement has been undertaken with businesses in both Lindfield and Turramurra as part of those Activation projects.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
E1.1.2.1.1	<p>Collaborate with local businesses and Chambers of Commerce as part of local centre upgrade programs.</p>	<p>✓</p>	<p>During the period work continued on the Local Centre activation projects, particularly Activate Lindfield and Activate Turramurra. A major program for</p>

	Responsible Officer: Director Community	100%	the Activate Turramurra Project included engaging with both local businesses and Chambers of Commerce. In June Council also attended a business meet and greet in Lindfield to discuss local business issues including the Lindfield Hub and Village Green developments.
E1.1.2.1.2	Engage with businesses to identify needs and opportunities for public domain and neighbourhood improvements plans. Responsible Officer: Director Community	<input checked="" type="checkbox"/> 100%	During the period engagement and collaboration took place with businesses and Chambers of Commerce as part of local upgrade programs.

Critical Action

Code	Description	Progress	Comments
E1.1.2.2	Pursue opportunities for events at local places and spaces to strengthen the local economy. Responsible Officer: Director Community	<input checked="" type="checkbox"/> 100%	Council staff continued to work with organisers of events with a highly successful program completed for 2015/2016. Notable events included the Food and Wine Festivals at Wahroonga and St Ives, Festival on the Green and Medieval Faire in St Ives.

Operational Plan Tasks

Code	Description	Progress	Comments
E1.1.2.2.1	Provide advice and guidance to new events at local places and space that demonstrate strong economic returns and activation for the area. Responsible Officer: Director Community	<input checked="" type="checkbox"/> 100%	Advice and guidance was provided for the following events in 2015/2016: <ul style="list-style-type: none"> - Food and Wine Festival, Wahroonga - Twilight Concert in Wahroonga. - Food and Wine Festival, St Ives - Festival on the Green - Medieval Faire - Movies in the Park in Killara. - Australia Day and Carols in the Park in West Pymble. - Field of Crosses in Roseville. - Activate programs in Lindfield and Turramurra.

Issue: Partnering for business and employment growth.

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
E2.1.1	Ku-ring-gai's business community, government agencies and regional partners are working in an effective and integrated way to strengthen and develop Ku-ring-gai's local economic base. <i>Responsible Officer: Director Community</i>	<input checked="" type="checkbox"/>	Northern Sydney Region of Councils, NSW Trade and Investment, Chambers of Commerce, Local Business Associations	Facilitate, Advocate, Lead
Comments				
Council continues to work with businesses and government agencies to identify ways to develop the local economy. Progressing in accordance with the Delivery Plan - Year 3.				

Critical Action

Code	Description	Progress	Comments
E2.1.1.1	Work with economic partners to develop common strategic economic employment objectives for Ku-ring-gai. <i>Responsible Officer: Director Community</i>	<input checked="" type="checkbox"/> 100%	Throughout the reporting period work was undertaken with the State Government Office of Small Business Commissioner and other regional bodies such as Business North Shore and NSW Business Chamber in developing regional partnerships and strengthening local economy. The Activate Ku-ring-gai projects are also important strategic employment opportunities which were progressed in the reporting period.

Operational Plan Tasks

Code	Description	Progress	Comments
E2.1.1.1.1	Continue to work with local Chambers of Commerce and business groups to implement economic development priorities and actions. <i>Responsible Officer: Manager Corporate Communications</i>	<input checked="" type="checkbox"/> 100%	Council staff are maintaining ongoing dialogue with local business chambers and groups to implement priorities and actions. Council has met with and is in regular dialogue with local chambers and business groups and uses the outputs of these discussions to inform its plans for business engagement and other economic development activities.

Critical Action

Code	Description	Progress	Comments
E2.1.1.2	Participate in and initiate regional programs that will broaden economic employment opportunities for Ku-ring-gai residents. <i>Responsible Officer: Director Community</i>	 100%	Council staff continue to liaise with local and regional councils as well as chambers of commerce, local business groups and representatives from the state government. Staff are active participants in Economic Development Australia events and benefit from these learning and networking opportunities to develop strategies to better support local businesses.

Operational Plan Tasks

Code	Description	Progress	Comments
E2.1.1.2.1	Work with surrounding Councils and NSROC to align with and implement economic objectives that will broaden economic employment opportunities for Ku-ring-gai. <i>Responsible Officer: Manager Corporate Communications</i>	 100%	Council staff continued to liaise with local and regional Councils as well as chambers of commerce, local business groups and representatives from the State Government. Staff are active participants in Economic Development Australia events and benefit from these learning and networking opportunities to develop strategies to better support local businesses.

Issue: Visitation opportunities.

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
E3.1.1	Tourism business has been strengthened and expanded. <i>Responsible Officer: Director Community</i>		Destination NSW, Local Business Operators	Facilitate
Comments				
Visitation numbers continued to increase at the St Ives Precinct during 2016/2017 as a result of Council's successful events and promotional activities. Progressing in accordance with the Delivery Program Year 3 subject to completion of the delayed tourism and visitation strategy and research into potential visitation accommodation.				

Critical Action

Code	Description	Progress	Comments
E3.1.1.1	<p>Work with partners to develop a tourism and visitation strategy for Ku-ring-gai.</p> <p>Responsible Officer: Director Community</p>	 <p>75%</p>	<p>Work has commenced on a tourism and visitation strategy however further progress was delayed due to competing work priorities. An external consultant will assist in the preparation of the strategy and preliminary discussions with Destination NSW have been conducted.</p> <p>Reason</p> <p>Resourcing has been the main reason for the delay in developing the strategy.</p> <p>Remedial Action</p> <p>The strategy is proposed for completion in 2016/2017.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
E3.1.1.1.1	<p>Develop a tourism and visitation strategy for the Ku-ring-gai local government area.</p> <p>Responsible Officer: Director Community</p>	 <p>75%</p>	<p>Work has commenced on a tourism and visitation strategy however further progress was delayed in the reporting period due to competing work priorities. An external consultant will assist in the preparation of the strategy, which is expected to be completed in late 2016.</p> <p>Reason</p> <p>Competing work priorities delayed the progression of this project.</p> <p>Remedial Action</p> <p>This strategy will be commenced in the new financial year. A task to complete the strategy has been included in the 2016/2017 Operational Plan, adopted by Council at its meeting of the 14 June 2016.</p>
E3.1.1.1.2	<p>Undertake studies and research to determine viability of accommodation options to overnight stays in Ku-ring-gai.</p> <p>Responsible Officer: Director Community</p>	 <p>75%</p>	<p>Work has commenced on this task however further progress has been delayed due to competing work priorities. This task has been moved to the St Ives Precinct where tourism now sits and a tourism study is under way that will focus on the nursery site for potential visitation accommodation.</p> <p>Reason</p> <p>Competing work priorities delayed the progression of this project.</p> <p>Remedial Action</p> <p>A task to complete this work has been included in the 2016/2017 Operational Plan, adopted by Council at its meeting of the 14 June 2016.</p>

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
E3.1.2	Ku-ring-gai is marketed as a provider of a range of visitor activities and experiences. <i>Responsible Officer: Director Community</i>	✓	Chambers of Commerce, Local Business Associations, Local Businesses, Local Groups, Associations	Facilitate

Comments

Council continues to provide a wide range of well attended cultural and sporting events and continues to support local business and community groups in the delivery of specialist events and festivals. Progressing in accordance with Delivery Plan - Year 3.

Critical Action

Code	Description	Progress	Comments
E3.1.2.1	Work with partners to develop a marketing program that recognises, promotes and supports local activities, both new and existing. <i>Responsible Officer: Director Community</i>	✓ 100%	Ku-ring-gai continued to develop a reputation for well run and interesting events. Successful events during 2015/2106 included the Medieval Faire, Back to the 50's Festival, Polo Spectacular, Wildflower Garden Festival and the Wahroonga Food and Wine Festival, St Ives Food and Wine Festival, Movies in the Park, Festival on the Green and Australia Day. Council events attract the local community as well as visitors from outside the local government area.

Operational Plan Tasks

Code	Description	Progress	Comments
E3.1.2.1.1	Develop guidelines to facilitate the creation and delivery of new events by business and community organisations. <i>Responsible Officer: Director Community</i>	✓ 100%	Guidelines have been continually revised and updated to address changing needs related to events. For example the Cash Handling and Sustainable Event Policies were incorporated into the guidelines recently. Council events are well attended and continue to achieve high satisfaction ratings. Council event guidelines will continue to be revised and updated to ensure they meet current standards.
E3.1.2.1.2	Facilitate opportunities for organisations to stage events. <i>Responsible Officer: Manager Corporate Communications</i>	✓ 100%	During the reporting period Council provided resources to facilitate the organisation of events such as: <ul style="list-style-type: none"> - LJ Hooker - Easter egg hunt - St Johns - Centenary of Anzac Service - St Ives Food and Wine Festival - Mayoral Creative Writing Competition Council continues to work with small businesses and community groups to assist in the organisation of community events.

Theme: Leadership and Governance

Performance Indicators

The financial ratios are subject to final external audit with no major variations expected.

Code	Description	Baseline	Yearly Target	Units	Achieved Amount	Yearly Rating Image
L2.1.1.A	Occupancy rate of Council property portfolio.	Annual target for occupancy rate. (Data source: Council)	90	%	97	
L2.1.1.B	Debt Service Percentage.	Annual target less than or equal to 4% for Council's debt service percentage (ability to service debt). (Data source: Council's Financial Statements)	4	%	2.7	
L2.1.1.C	Working Capital.	Annual target greater than or equal to \$4 million. (Data source: Council's Financial Statements)	4	\$ Million	4.6	
L2.1.1.D	Unrestricted Current Ratio.	In 2012/2013 Council's unrestricted current ratio (liquidity) was 2.04:1. (Data source: Council's Financial Statements)	2	Ratio	2.6	
L2.1.2.A	Rates and Annual Charges Coverage Percentage. <i>Lesser is better</i>	Annual target less than or equal to 60% dependence on rates income. (Data source: Council Financial Statements)	60	%	50	
L2.1.2.B	Rates Outstanding Percentage. <i>Lesser is better</i>	Annual target less than or equal to 4% for rates outstanding percentage (impact of uncollected rates on Council's liquidity). (Data source: Council's Financial Statements)	4	%	3.16	
L2.1.2.C	Statutory financial reports are prepared and reported to Council in compliance with legislative requirements.	In 2012/2013 all statutory financial reports were reported to Council within statutory timeframes and to legislative standards. (Data source: Council)	100	%	100	
L2.1.2.D	Invoices paid to small businesses within 30 days from invoice date.	Annual target of 90% invoices. (Data source: Council)	90	%	92	
L2.1.4.A	Building and Infrastructure Renewals Funding Ratio.	In 2012/2013 Council's Building and Infrastructure Renewals Ratio was 95.45%. (Data source: Council's Financial Statements)	100	%	82	
<p>Comment: This indicator assesses Council's rate at which buildings and infrastructure assets are being renewed against the rate at which they are depreciating. A ratio of 82% indicates that the amount spent on asset renewals is lower than the amount of depreciation on Infrastructure Assets. Council's ratio for 2015/16 was below the benchmark of 100% due to the delay in obtaining approvals from the NSW Department of Planning to enable asset sales which would in turn provide funding for infrastructure renewal. A number of infrastructure renewal projects have been carried forward to the financial new year. Council will continue to focus on appropriate asset standards for renewal and maintenance of its assets and prioritise renewal capital works programs.</p>						
L3.1.1.A	Statutory governance and integrated planning reports are prepared and	In 2011/2013 all statutory governance and integrated planning reports were reported to Council within statutory	100	%	100	

	reported to Council in compliance with legislative requirements.	timeframes and to legislative standards. (Data source: Council)				
L3.1.2.A	Risk management performance against Council's Enterprise Risk Management Framework.	Annual target of Risk Management Reports presented to quarterly Audit Committee meetings consistent with Council's Enterprise Risk Management Framework. (Data source: Council)	100	%	100	
L3.1.3.A	Council's Business Papers are accessible via Council's website in a timely manner.	Annual target of 100% of Council's Business Paper compiled, delivered and accessible within the Code of Meeting Practice timeframes. (Data source: Council)	100	%	100	
L3.1.3.B	Request for information applications completed within statutory timeframes.	In 2012/2013 90% of applications under GIPA and PPIPA were processed within statutory timeframes. (Data source: Council)	90	%	100	
L3.1.3.C	Council's policies are accessible via Council's website in a timely manner.	98% of Council policies are accessible via Council's website. (Data source: Council)	98	%	100	
L3.1.5.A	Staff Turnover Rate. <i>Lesser is better</i>	In 2012/2013 there was a 9% turnover rate for full-time employees. (Data source: Council)	10	%	9.53	
Comment: The staff turnover rate is consistent with previous years. Staff turnover at Ku-ring-gai Council remains primarily a function of career advancement, retirement and changed personal circumstances.						
L3.1.5.B	Reduction in Lost Time Injuries (LTI).	Annual target for reduction in lost time injuries. (Data source: Council)	5	%	+70	
Comment: In the past year Council has had a 70% increase in Lost Time Injuries – rising from 10 in 2014/15 to 17 in 2015/16. In 2014-2015 Council achieved a record low for lost time injuries and remains one of the best performing councils in NSW. Ku-ring-gai Council has been consistently trending downward for the past six years on most WHS indicators. The number of lost time injuries is comparable to the average annual number of Lost Time Injuries calculated over the last 7 years which is (on average) 18 per year. Ku-ring-gai Council's performance, when benchmarked against other councils, is still excellent with all but two of the 17 lost time injuries being of very short duration (usually less than 7 days). Two significant Lost Time Injuries have accounted for the majority of time lost and both have been reviewed and the unique issues associated with those injuries have been addressed as part of Council's ongoing WHS management system processes.						
L3.1.5.C	Staff participation in learning and development.	In 2012/13 over 40% of staff completed accredited training courses or attended approved learning and development sessions. (Data source: Council)	40	%	47	
Comment: More than 47% of employees participated in 'in house' delivered learning and development activities. A further 110 attendances were recorded for staff attending approved external training, seminars or conferences.						
L3.1.5.D	Computer network availability.	In 2012/2013 Council's computer network was available 98% of the time to internal and external customers. (Data source: Council)	98	%	99	
L3.1.5.E	Customer service enquiries responded to within agreed service delivery standard.	Annual target of 85% customer service enquiries responded to within agreed service delivery standard. (Data source: Council)	85	%	85	



L3.1.5.F	Customer requests actioned within agreed service delivery standard.	Annual target of 85% of customer requests actioned within agreed service delivery timeframes. (Data source: Council)	85	%	85	
L4.1.1.A	Community engagement activities facilitated by Council.	Completion of agreed community engagement program. (Data source: Council)	100	%	100	
L4.1.2.A	Increase in community access of information about local activities and services.	In 2012/2013 there were 468,840 visitors who accessed information via Council's website, Facebook, Twitter, Ku-ring-gai update newsletter and local newspapers. (Data source: Council)	5	%	5	

Theme: Leadership and Governance

Issue: Leadership.

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
L1.1.1	The aspirations, objectives and priorities of our community are reflected in the Ku-ring-gai Community Strategic Plan - 'Our Community Our Future 2030' and inform Council's policy development, decision-making and program delivery. <i>Responsible Officer: General Manager</i>	<input checked="" type="checkbox"/>	NSW Government, Office of Local Government, Department of Planning and Environment, Community Groups, Residents, Businesses	Deliver, Lead
Comments				
Council maintained a high level of engagement with the community regarding planning and delivery of a wide range of projects, programs and services contained in the Community Strategic Plan, Resourcing Strategy, four-year Delivery Program and 2015/2016 Operational Plan. Community engagement continued to incorporate innovative approaches designed to reach a wide audience and provide feedback for continuous improvement. Council's excellence in reporting on the progress of the Community Strategic Plan was recognised with a gold award for the second consecutive year for its Annual Report, which details the organisation's overall performance and communication with its stakeholders Progressing in accordance with Delivery Program - Year 3.				

Critical Action

Code	Description	Progress	Comments
L1.1.1.1	Conduct a structured engagement program with the community around issues, challenges and opportunities affecting the achievement of agreed outcomes for Ku-ring-gai. <i>Responsible Officer: Director Community</i>	<input checked="" type="checkbox"/> 100%	A major engagement project relating to the Turramurra Community Hub Masterplan was undertaken within the reporting period. This engagement included the use of digital and traditional media, meetings and deliberative workshops as well as a launch event and on-site Information Kiosk open during the exhibition period. The outcome of this project was reported to Council on 28 June. In Q4 it has piloted a community engagement review process which aims to capture learnings from engagement processes to enable continuous improvement. This process includes a project debrief meeting as well as post project questionnaire. The results of this process will be captured and shared across Council.

Operational Plan Tasks

Code	Description	Progress	Comments
L1.1.1.1.1	<p>Monitor and report on the outcomes of community engagement and consultation and identified policy related issues.</p> <p>Responsible Officer: <i>Manager Corporate Communications</i></p>	 100%	<p>Work continues with staff across the organisation to assist with their community engagement activities. This included a major engagement project undertaken relating to the Turrumurra Community Hub Masterplan. This engagement included the use of digital and traditional media, meetings and deliberative workshops as well as a launch event and onsite Information Kiosk open during the exhibition period. The outcome of this project was reported to Council on 28 June.</p> <p>A community engagement review process was piloted which aims to capture learnings from engagement processes to enable continuous improvement. This process includes a project debrief meeting as well as post project questionnaire. The results of this process will be captured and shared across council</p>
L1.1.1.1.2	<p>Report on the progress of the adopted Community Strategic Plan 2030.</p> <p>Responsible Officer: <i>Manager Integrated Planning Property & Assets</i></p>	 100%	<p>Over the previous six months progress reporting on the Community Strategic Plan included the December 2015 biannual progress review of Council's Delivery Program and Operational Plan, which was reported to Council in February 2016, and one internal progress review of the Operational Plan for the March quarter.</p> <p>This June bi-annual review includes progress on Council's four year term achievements and performance indicators. Progress reporting has identified those tasks, critical actions and term achievements that are completed, progressing to schedule, delayed with remedial action required or with major delivery constraints. Commentary is provided throughout this bi-annual review document on key issues arising during the year, and key achievements. Completion of the 2015/2016 year also marks the end of the third year of progress on Council's four year term achievements.</p>
L1.1.1.1.3	<p>Council's planning and reporting is promoted to external stakeholders, including government agencies, organisations and the broader community.</p> <p>Responsible Officer: <i>Manager Integrated Planning Property & Assets</i></p>	 100%	<p>During the period Council's Integrated Planning and Reporting was promoted to stakeholders and the broader community through Council's 2015/2016 December bi-annual report, media releases and public exhibition of the draft 2016/2017 Operational Plan and revised Delivery Program.</p> <p>Copies of current adopted Integrated Planning and Reporting plans are available on Council's website with explanatory information. Hard copies are available for the public to view at Council's customer service counter and libraries.</p>

			<p>Key achievements during the entire 2015/2016 year included:</p> <ul style="list-style-type: none"> - Completion of an annual communication program, advising the community and other stakeholders of Council's activities, major projects, key achievements and planned consultation and engagement through Council's website, e-news, newsletters and other social media. - Council's Annual Report for 2014/2015, published in November 2015, received a gold award from the Australasian Reporting Awards (ARA) for excellence in presentation of achievements and challenges, transparency of information and description of Ku-ring-gai's sense of place. - A comprehensive Council submission was prepared for the public inquiry into the NSW Government's proposed merger of Ku-ring-gai and Hornsby Councils. The Inquiry was conducted by the Delegate appointed by the State Government, Garry West.
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Term Achievement

Code	Description	Progress	Stakeholders	Council Role
L1.1.2	<p>Council leads the community by advocating, influencing and participating in policy development to the benefit of the local area.</p> <p><i>Responsible Officer: General Manager</i></p>		Government Agencies, Northern Sydney Region of Councils	Advocate, Lead

Comments

Council continued to advocate on behalf of the Ku-ring-gai community, through its active participation in a range of State and regional policy development forums and responses to policy and legislation. This included opportunities to assist local communities and businesses, improve road, traffic and transport infrastructure, assist local communities to increase their capacity to respond to for road improvements, Council responded on local government reform proposals and submitted a comprehensive submission to the NSW Boundary Commission in February 2016.

Progressing in accordance with Delivery Program - Year 3.

Critical Action

Code	Description	Progress	Comments
L1.1.2.1	<p>Council actively engages with stakeholders to inform the development of Council's strategies and plans as appropriate.</p> <p><i>Responsible Officer: Director Strategy & Environment</i></p>	 100%	<p>During the reporting period Council continued to participate and respond on a range of issues for the benefit of the community. Council responded on local government reform proposals and submitted a comprehensive submission to the NSW Boundary Commission in February 2016.</p> <p>Council staff were invited to participate at a round table discussion held by IPART which included representation from both State and Local Government</p>



			<p>on our review of reporting and compliance burdens on Local Government.</p> <p>Council participated with other local councils and state government agencies in programs to assist Council's work and support local communities and businesses. This included the Climate Wise Communities (CWC) program to increase capacity within the community to respond to the impacts of a changing climate and Council became a member of the Small Business Friendly Councils program established by the Office of the NSW Small Business Commissioner and NSW Business Chamber.</p>
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Operational Plan Tasks

Code	Description	Progress	Comments
L1.1.2.1.1	<p>Proactively participate in and respond to policy development affecting Ku-ring-gai at state and regional levels.</p> <p>Responsible Officer: <i>Director Strategy & Environment</i></p>	<p> 100%</p>	<p>During the reporting period Council continued to participate and respond on a range of issues for the benefit of the community. Council staff continued to respond to local government reform proposals and submitted a comprehensive submission to the NSW Boundary Commission in February 2016.</p> <p>Following our submission to IPART on the review of reporting and compliance burdens on Local Government, Council staff were invited to participate at a round table discussion held by IPART which included representation from both State and Local Governments.</p> <p>Council completed the next phase of the Climate Wise Communities (CWC) program, funded by a grant through the Community Resilience Innovation Program administered by the Ministry of Police and Emergency Services. This phase of the program saw Council develop a tool for other councils to use in delivering their version of the CWC program. Seven other councils participated in this project as well as the RFS, SES, Red Cross, NSW Department of Health, RSPCA and</p> <p>local community members to increase capacity within the community to respond to the impacts of a changing climate.</p> <p>Council became a member of the Small Business Friendly Councils program established by the Office of the NSW Small Business Commissioner and NSW Business Chamber to assist Councils work with and support local businesses. Currently 70 metropolitan and rural Councils have joined the program, representing over 360000 small businesses and more than 50% of all small businesses in the state.</p>

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
L1.1.3	Partnerships are established with government agencies, regional and local organisations and community groups and are working to achieve Ku-ring-gai's community outcomes. <i>Responsible Officer: General Manager</i>	<input checked="" type="checkbox"/>	Government Agencies, Northern Sydney Region of Councils	Advocate, Lead

Comments

Ku-ring-gai's Community Strategic Plan 2030 identifies stakeholders, other than Council, who can play a role in delivering the community's desired outcomes stated in the Plan. Council continued to actively pursue and support numerous partnerships with business, community and not for profit groups as well as government agencies and NSROC to deliver those community outcomes.

Progressing in accordance with Delivery Program - Year 3.

Critical Action

Code	Description	Progress	Comments
L1.1.3.1	Pursue new opportunities for partnership arrangements with other agencies, organisations and community groups to achieve community outcomes. <i>Responsible Officer: Director Community</i>	<input checked="" type="checkbox"/> 100%	The Activate Ku-ring-gai Program, which includes the community hubs of Turramurra and Lindfield, require partnership arrangements with a number of stakeholder groups. This has been undertaken throughout the reporting period. Meetings with groups such as Support Lindfield, Beautify Turramurra, retailers and government agencies or departments are ongoing.

Operational Plan Tasks

Code	Description	Progress	Comments
L1.1.3.1.1	Pursue priority areas where partnership arrangements will provide tangible benefits to the local area. <i>Responsible Officer: Director Community</i>	<input checked="" type="checkbox"/> 100%	The Activate Ku-ring-gai program including the community hubs of Turramurra and Lindfield require partnership arrangements with a number of stakeholder groups and this has been undertaken. Meetings with groups such as Support Lindfield, Beautify Turramurra, retailers and government agencies or departments is ongoing.

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
L1.1.4	<p>Council's responses to government policy and reforms are guided by and aligned with the adopted Community Strategic Plan 'Our Community Our Future 2030'.</p> <p>Responsible Officer: General Manager</p>		NSW Government, Office of Local Government, Department of Planning and Environment, Residents, Businesses	Advocate, Lead
Comments				
<p>Council continued to provide responses to proposed government reform, consistent with the long term objectives and term achievements in the Community Strategic Plan 2030. This included responses to proposed amendments to the Local Government Act, IPART Regulatory Burdens Review and Council's submission to the Delegate of the Office of Local Government on the merger proposal.</p> <p>Progressing in accordance with Delivery Program – Year 3.</p>				

Critical Action

Code	Description	Progress	Comments
L1.1.4.1	<p>The organisation responds flexibly, proactively and equitably to challenges and opportunities arising from government policy changes and reforms.</p> <p>Responsible Officer: Director Corporate</p>	 100%	<p>Council has provided three formal submissions to matters affecting the local government industry during the January to June reporting period:</p> <ul style="list-style-type: none"> - Merger Proposal - Council lodged its submission to the Delegate of the Office of Local Government in February. - IPART Regulatory Burdens Review - Council provided a submission to and participated in a round-table discussion at a public hearing in February. - Proposed amendments to the Local Government Act 1993 - Council provided a submission to the Office of Local Government in March. <p>Staff have also continued to monitor and analyse the ongoing changes to the local government environment as a result of the Fit for the Future Reforms.</p> <p>The focus of communications during the reporting period was Council's response to the state government's proposed forced merger of Ku-ring-gai with Hornsby Council and the subsequent court action. Other major policies that were the subject of external communications campaigns included: proposed changes by the state government to medium density housing controls; proposed changes by the state government to biodiversity legislation; mandatory changes to laws affecting the sale and leasing of properties with pools and/or spas; adoption of the revised bushfire management plan; the end of the state government's Solar Bonus Scheme; changes to the Council's DCP and Local Centres DCP and changes to state government laws affecting boat trailer parking.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
L1.1.4.1.1	<p>Analyse and provide appropriate submissions to government proposals affecting the local government industry.</p> <p>Responsible Officer: <i>Manager Records & Governance</i></p>	<p> 100%</p>	<p>Council has provided three formal submissions to matters affecting the local government industry during the January to June reporting period. These are:</p> <ul style="list-style-type: none"> - Merger Proposal - Council lodged its submission to the Delegate of the Office of Local Government in February. - IPART Regulatory Burdens Review - Council provided a submission to, and participated in, a round-table discussion at a public hearing in February. - Proposed amendments to the Local Government Act 1993 - Council provided a submission to the Office of Local Government in March. <p>Staff have also continued to monitor and analyse the ongoing changes to the local government environment as a result of the Fit for the Future Reforms.</p> <p>Quarterly reporting to the Audit and Risk Committee summarising Council's actions in response to relevant circulars, legislative updates and other matters arising that impact the local government sector has been implemented to aid in assuring that the objectives of this task are consistently met.</p>
L1.1.4.1.2	<p>Undertake ongoing communication with our community to ensure they understand proposed changes in legislation.</p> <p>Responsible Officer: <i>Manager Corporate Communications</i></p>	<p> 100%</p>	<p>The focus during this quarter continued to be on communicating the Council's response to the State Government's proposed merger of Ku-ring-gai with Hornsby Council and the subsequent court action. Regular updates on the progress of the legal action were undertaken through the Mayor's column, media releases, letters to the editor, web-based information pages, the Mayoral E-news and social media. Council staff were also kept informed through regular updates from the General Manager.</p> <p>Other major policies that were the subject of external communications campaigns included: proposed changes by the state government to medium density housing controls; proposed changes by the state government to biodiversity legislation; mandatory changes to laws affecting the sale and leasing of properties with pools and/or spas; adoption of the revised bushfire management plan; the end of the State Government's Solar Bonus Scheme; changes to the Council's DCP and Local Centres DCP and changes to State Government laws affecting boat trailer parking.</p>

Issue: Financial Capacity and Sustainability.

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
L2.1.1	Council maintains and improves its long term financial position and performance. <i>Responsible Officer: Director Corporate</i>		Office of Local Government	Deliver, Lead
Comments				
Council has improved its financial position over this term of Council. Council's financial position is sound and IPART has assessed Council as satisfying its criteria for being financial fit for the future.				
Progressing in accordance with Delivery Program - Year 3, subject to delays in the sale of Council assets due to delays in receiving approvals from the Department of Planning				

Critical Action

Code	Description	Progress	Comments
L2.1.1.1	Achieve financial sustainability targets identified in the Long Term Financial Plan. <i>Responsible Officer: Director Corporate</i>	 95%	Council's current financial performance and position, including key financial indicators are monitored against budget on a monthly basis and reported to Council as part of Quarterly Budget Reviews (QBRs). Preparation for the June 2016 Quarterly Budget Review is in progress with meetings to be held with Departmental Managers and Directors in July. Financial indicators will be assessed as part of the finalisation of the end of financial year budget review. All indicators are expected to be met as identified in the Long Term Financial Plan, with the exception of the Infrastructure Backlog Ratio. Council adopted a new funding strategy for asset renewals, which estimated this ratio to decrease significantly in the first two years of the LTFP with further reduction in future years. The funding strategy was based on divestment of assets. However as sales of assets have been held up due to delays in obtaining approvals from the Department of Planning additional funding could not be reinvested in Council's infrastructure. Sales of assets have been held up due to delays in obtaining approvals from the Department of Planning therefore additional funding could not be reinvested in Council's infrastructure assets renewal due to shortage of funding from asset sales. Once approvals are obtained from the Department of Planning, Council will be in a position to proceed with asset sales.

Operational Plan Tasks

Code	Description	Progress	Comments
L2.1.1.1.1	Review Long Term Financial Plan each year based on 10 year forecasts. <i>Responsible Officer: Director Corporate</i>	 100%	Completed previous reporting period.
L2.1.1.1.2	Undertake quarterly reporting to Council on the financial performance of the organisation. <i>Responsible Officer: Director Corporate</i>	 100%	The March 2016 Quarterly Budget Review was received and noted by Council on 24 May 2016. Financial indicators were in line with the Long Term Financial Plan. Preparation for the June 2016 review is in progress. Departmental Managers and Directors will be asked to provide commentary on any material variance to budget.
L2.1.1.1.3	Undertake divestment of identified assets to invest in infrastructure assets renewal. <i>Responsible Officer: Director Corporate</i>	 0%	This task has not progressed. Council adopted a new funding strategy for asset renewals based on divestment of assets. However as Council's consideration of sales of assets have been held up due to delays in obtaining approvals from the Department of Planning, additional funding could not be reinvested in Council's infrastructure. Reason Council's consideration of sales of assets have been held up due to delays in obtaining approvals from the Department of Planning. Additional funding could therefore not be reinvested in Council's infrastructure assets renewal due to shortage of funding from asset sales. Remedial Action Once approvals are obtained from the Department of Planning, Council will be in a position to consider and proceed with asset sales.

Critical Action

Code	Description	Progress	Comments
L2.1.1.2	Review opportunities for sustainable and equitable increases to Council's income supported by the community. <i>Responsible Officer: Director Corporate</i>	 100%	Investment Portfolio Council invests its surplus cash and continuously looks to maximise its return on investments. Council's investments portfolio is compared to industry benchmark targets on a monthly basis. Investment returns as at end of June 2016 were above benchmark. The weighted average return for the total portfolio as at the end of June was 3.46% compared to the benchmark of the AusBond Bank Bill Index of 2.24%. The net return on investments as at June 2016 was \$4,082,000 against the annual revised budget of \$3,768,000, giving



			<p>an YTD favourable variance of \$314,000. This was mainly due to higher investment portfolio during the year from additional S94 funds.</p> <p>Review of Fees & Charges</p> <p>A review and benchmarking analysis on Council's fees and charges against neighbouring Councils was completed in the 2014/15 financial year. Based on the review findings, Council approved increases to sportsground fees and charges over two financial years starting from 2015/16 to be more consistent for similar facilities in the neighbouring Northern Sydney Regional Organisation of Councils (NSROC) councils. The second stage of fee increases to sportsground fees is reflected in Council's Fees & Charges for 2016/17 and adopted as part of the Delivery Program and Operational Plan 2016/17.</p> <p>Property Portfolio</p> <p>A number of lease renewals have been progressed and completed during the reporting period. These include Wade Lane air-bridge and the Gordon air-bridge lease for digital advertising, a number low impact telecommunications leases have been concluded which resulted in substantial rental payments being finalised.</p> <p>Council staff continue to negotiate as opportunities arise, the grant and/or the extinguishment of easements over Council land and development sites in strict conformity with Council's Easement Management Policy.</p> <p>All commercial terms are negotiated on the basis of expert valuation advice provided by Council's valuers.</p>
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Operational Plan Tasks

Code	Description	Progress	Comments
L2.1.1.2.1	<p>Continue to analyse opportunities to expand the revenue base of Council.</p> <p>Responsible Officer: <i>Manager Finance</i></p>	 100%	<p>Examination of cost recovery for fees is completed for fees and charges identified. New fees have been introduced and some existing fees increased based on actual cost to Council for 2016/2017.</p>
L2.1.1.2.2	<p>Ensure the commercial property portfolio provides market returns.</p> <p>Responsible Officer: <i>Manager Integrated Planning Property & Assets</i></p>	 100%	<p>A number of lease renewals have been progressed and completed during the reporting period. These include Wade Lane air-bridge and the Gordon air-bridge lease for digital advertising, a number long outstanding low impact telecommunications leases have been concluded which resulted in substantial rental payments being finalised.</p> <p>Council staff continue to negotiate as opportunities arise, the grant and/or the extinguishment of easements over Council land and development sites in strict conformity with Council's Easement Management Policy.</p>



			All commercial terms are negotiated on the basis of expert valuation advice provided by Council's valuers.
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Term Achievement

Code	Description	Progress	Stakeholders	Council Role
L2.1.2	Council's financial services provide accurate, timely, open and honest advice to the community. <i>Responsible Officer: Director Corporate</i>	<input checked="" type="checkbox"/>	Office of Local Government	Deliver, Lead

Comments

Communication with the community about Council's financial performance has been provided via annual budgets, long term financial plans, newsletters, workshops and improvement proposals.

Progressing in accordance with Delivery Program - Year 3.

Critical Action

Code	Description	Progress	Comments
L2.1.2.1	Coordinate financial advice to ensure Council meets overall budget performance. <i>Responsible Officer: Director Corporate</i>	<input checked="" type="checkbox"/> 100%	<p>Council's budget performance is monitored on a monthly basis by way of monthly meetings with budget managers and quarterly departmental meetings. Monthly and quarterly budget reports with budget variations and commentary are also provided to senior management for review and to assist in decision making. Quarterly Budget Reviews (QBR) are adopted by Council on a quarterly basis. These reports analyse Council's financial performance for the quarter and forecast end of financial year position by recommending budget adjustments to operating and capital budget.</p> <p>The latest adopted Quarterly Budget Review YTD March 2016 was received and noted by Council on 24 May 2016. As at the end of March, budget adjustments proposed in the review increased the forecast operating surplus (including capital items) by \$5.4m compared to revised budget. The forecast working capital balance at 30 June 2016 is projected to remain at \$4.6m, in line with the Long Term Financial Plan (LTFP) target. Preparation for the June Quarterly Budget 2016 review is in progress. Departmental Managers and Directors will be asked to provide commentary on any material variances to budget. Financial indicators will be assessed as part of the year end process. All indicators, except for the Infrastructure Backlog ratio are expected to be met as identified in the Long Term Financial Plan.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
L2.1.2.1.1	<p>Manage financial performance to achieve targets as defined in the Long Term Financial Plan.</p> <p>Responsible Officer: <i>Manager Finance</i></p>	<p> 100%</p>	<p>The March 2016 Quarterly Budget Review was received and noted by Council on 24 May 2016. As at the end of March (the latest adopted budget), budget adjustments proposed in the review increased the forecast operating surplus (including capital items) by \$5.4m compared to the revised budget. This was primarily due to increased s94 contributions. When excluding capital income and gain on asset sales, the net operating result will increase by \$278k. The forecast working capital balance at 30 June 2016 is projected to remain at \$4.6m, in line with the Long Term Financial Plan (LTFP) target. All other financial indicators are expected to be in line with the Long Term Financial Plan.</p> <p>Preparation for the June 2016 review is in progress. Departmental Managers and Directors will be asked to provide commentary on any material variances to budget. Financial indicators will be assessed as part of the year end process. All indicators are expected to be met as identified in the Long Term Financial Plan.</p>

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
L2.1.3	<p>Council expenditure satisfies the needs of the community.</p> <p>Responsible Officer: <i>Director Corporate</i></p>	<p></p>	Office of Local Government	Deliver, Lead
Comments				
<p>Expenditure is monitored and reported to Council and the community through quarterly project and budget reports, bi-annual updates on the progress of the Delivery Program and the Annual Report. Briefing sessions are held with Councillors to provide status updates on major works programs and projects.</p> <p>Progressing in accordance with Delivery Program - Year 3.</p>				

Critical Action

Code	Description	Progress	Comments
L2.1.3.1	<p>Monitor expenditure to ensure it is in accordance with the expressed wishes of the community and identified in the Community Strategic Plan.</p> <p>Responsible Officer: <i>Director Corporate</i></p>	<p> 100%</p>	<p>Council's expenditure forms part of the Annual Budget and Long Term Financial Plan (LTFP). The LTFP, the Asset Management Strategy & Workforce Strategy are fully integrated within Council's adopted Resourcing Strategy.</p> <p>Operational and capital expenditure and funding sources are monitored and</p>

			reported as part of Quarterly Budget Reviews to Council. Detailed analysis on capital project expenditure budget adjustments are included in the budget reports to Council. The latest adopted Quarterly Budget Review YTD March 2016 was received and noted by Council on 24 May 2016. As at the end of March, budget adjustments proposed in the review increased the forecast operating surplus (including capital items) by \$5.4m compared to revised budget. The forecast working capital balance at 30 June 2016 is projected to remain at \$4.6m, in line with the Long Term Financial Plan (LTFP) target. Preparation for the June Quarterly Budget 2016 review is in progress. The end of financial year results will be reported to Council as part of the Draft Financial Statements 2015/16 Report.
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Operational Plan Tasks

Code	Description	Progress	Comments
L2.1.3.1.1	The Resourcing Strategy integrates the Long Term Financial Plan, Work Force Plan and Asset Management Strategy. <i>Responsible Officer: Manager Finance</i>	<input checked="" type="checkbox"/> 100%	Completed previous reporting period.
L2.1.3.1.2	Report on the completion of major works and community outcomes through Integrated Planning and Reporting documents. <i>Responsible Officer: Manager Integrated Planning Property & Assets</i>	<input checked="" type="checkbox"/> 100%	Council considered the December Bi-annual Progress Report on its Operational Plan 2015/2016 during the reporting period. The report, which was presented to Council's Ordinary Meeting of 23 February, provided progress commentary on Council's four year critical actions and one year tasks including major works and community outcomes. At the end of December 2015, over 90% of both tasks and critical actions were completed or progressing to schedule for the 2015/2016 year. The remaining tasks and critical actions were proposed to be back on track in the next reporting period or reviewed. Details of progress of the Operational Plan 2015/2016 for the period January to June 2016 can be found in this report.

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
L2.1.4	Council has increased its commitment to infrastructure asset management priorities. <i>Responsible Officer: Director Corporate</i>	<input checked="" type="checkbox"/>	Office of Local Government	Deliver, Lead
Comments				
Council has continued to prioritise funding for infrastructure asset renewal. Progressing in accordance with Delivery Program - Year 3.				

Critical Action

Code	Description	Progress	Comments
L2.1.4.1	<p>Financial strategies underpin Council's asset management policies and strategic vision.</p> <p>Responsible Officer: <i>Director Corporate</i></p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Funding has been allocated to priority projects and assets in the Long Term Financial Plan as per Council's adopted funding strategy. Capital expenditure and funding on infrastructure assets has been monitored and reported as part of Quarterly Budget Reviews to Council. Further analysis of future funding on infrastructure has been performed and reflected in the Long Term Financial Plan (LTFP) 2016/2017 - 2025/2026.</p> <p>Council considered and adopted funding strategies for infrastructure assets that prioritise asset maintenance and renewal expenditure for new and upgraded assets. The new funding strategy is detailed in Council's Resourcing Strategy and the LTFP. For the 2015/16 year all assets ratios are expected to be met as identified in the Long Term Financial Plan, with the exception of the Infrastructure Backlog Ratio. Council adopted a new funding strategy for asset renewals, which estimated this ratio to decrease significantly in the first two years of the LTFP with further reduction in future years.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
L2.1.4.1.1	<p>Identify available funding sources in the Long Term Financial Plan and allocate to priority projects and assets.</p> <p>Responsible Officer: <i>Manager Integrated Planning Property & Assets</i></p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Completed previous reporting period.</p>

Critical Action

Code	Description	Progress	Comments
L2.1.4.2	<p>Regularly revise Council's strategic asset management plans and integrate with financial planning processes.</p> <p>Responsible Officer: <i>Director Strategy & Environment</i></p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Council's adopted asset management improvement plans are incorporated into its Asset Management Strategy which integrates with Council's Long Term Financial Plan. Council reports annually on the condition of its assets and financial status in the Annual Report.</p> <p>During the reporting period a number of tasks were undertaken to capture asset information in preparation for End of Year Reporting. This included asset capitalisation of Council's Capital Works Program, revaluation of Community Land, Art and other assets as part of our statutory financial reporting. Review</p>



			<p>of the capital asset procedures and methodologies and the completion of the NSW Local Government Asset Management Audit preparedness statement for the Office of Local Government.</p> <p>Along with the implementation of a corporate Capital Works system which went live in May 2016 and will allow improved integration with Capital Projects in relation to managing individual tasks, budgets and associated assets.</p>
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Operational Plan Tasks

Code	Description	Progress	Comments
L2.1.4.2.1	<p>Continually improve the integrity of asset data and asset registers.</p> <p>Responsible Officer: <i>Manager Integrated Planning Property & Assets</i></p>	 100%	<p>During the reporting period a number of tasks were undertaken to capture asset information for financial capitalisation in preparation for End of Year Reporting. This included:</p> <ul style="list-style-type: none"> - Capturing the assets created during the financial year in the corporate system for asset capitalisation, revaluation of community land, art and other assets - Initiating the review of the capital asset procedures and methodologies which will be further progressed throughout 2016/17 - Initiating the review of Asset Management Plan for Roads and Transport and the completion of the NSW Local Government Asset Management Audit preparedness statement for the Office of Local Government.
L2.1.4.2.2	<p>Report on infrastructure asset management and improvement plans.</p> <p>Responsible Officer: <i>Manager Integrated Planning Property & Assets</i></p>	 100%	<p>Council's adopted asset management improvement plans are incorporated into its Asset Management Strategy which integrates with Council's Long Term Financial Plan. Council reports annually on the condition of its assets and financial status in the Annual Report.</p>
L2.1.4.2.3	<p>Implement an integrated corporate asset management system for all asset classes.</p> <p>Responsible Officer: <i>Manager Information Technology & Communications</i></p>	 100%	<p>Our Capital Works project went live in May 2016. This allows better integration with Capital Projects in relation to managing individual tasks, budgets and associated assets.</p>

Issue: Good Governance and Management.

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
L3.1.1	Council's integrity and operating effectiveness is continually being improved through its leadership, decision-making and policies. <i>Responsible Officer: General Manager</i>	<input checked="" type="checkbox"/>	Office of Local Government	Deliver, Lead
Comments				
Council's sound accountability and decision making processes are supported by a comprehensive suite of Integrated Planning and Reporting documents. These documents clearly articulate the community's vision and priorities, how Council will progress towards their achievement, and importantly, how Council will monitor and measure its progress. The delivery of these plans and priorities continue to be achieved with the support of an efficient and effective organisation. Progressing in accordance with Delivery Program - Year 3.				

Critical Action

Code	Description	Progress	Comments
L3.1.1.1	A Council business framework is developed to incorporate best practice integrated planning objectives. <i>Responsible Officer: Director Strategy & Environment</i>	<input checked="" type="checkbox"/> 100%	Opportunities to integrate business and decision-making systems and processes with integrated planning objectives continued to be investigated and implemented during the reporting period January to June 2016. This included managers' review of Critical Actions contained in the revised Delivery Program 2013 - 2017 as part of their preparation of final year tasks for the 2016/17 Operational Plan. Of particular note during this period was Council's adoption of its third Operational Plan 2016 - 2017 including annual budget and fees and charges on 14 June 2016. All required preparation of Integrated Planning and Reporting documents and statutory reporting was completed within set time frames. This included progress reporting for the December Bi-annual and March Quarter reviews of the 2015/2016 Operational Plan and revised Delivery Program 2013/2017. All processes for the public exhibition and plan adoption were in accordance with the relevant statutory guidelines and procedures prescribed in the Local Government Act and Integrated Planning and Reporting framework. The progress of Council's statutory obligations is regularly reported to Council's Internal Audit Committee.

Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.1.1.1	<p>Report on the integration of business and decision-making systems and processes with integrated planning objectives.</p> <p>Responsible Officer: <i>Manager Integrated Planning Property & Assets</i></p>	<p> 100%</p>	<p>Opportunities to integrate business and decision-making systems and processes with integrated planning objectives continued to be investigated and implemented during the reporting period January to June 2016. This included managers' review of Critical Actions contained in the revised Delivery Program 2013 - 2017 as part of their preparation of final year tasks for the 2016/17 Operational Plan, and the implementation of improved guidelines and reporting formats for the Performance Planning corporate system which provides fully integrated reporting on the Community Strategic Plan, Resourcing Strategy, Delivery Program and Operational Plan.. The project bid process for the 2016/17 Operational Plan also utilised the new project bid system, which is structurally aligned with Council's Integrated Planning themes and objectives.</p> <p>Integrated planning and reporting officers continued to act as champions to promote the principles of integrated planning and reporting in Council decision making systems and processes through active involvement in the Information Management Business Group, committees and project working groups.</p>
L3.1.1.1.2	<p>Prepare Integrated Planning and Reporting documents and complete all statutory reporting required under the Local Government Act and Integrated Planning and Reporting framework.</p> <p>Responsible Officer: <i>Manager Integrated Planning Property & Assets</i></p>	<p> 100%</p>	<p>All required preparation of Integrated Planning and Reporting documents and statutory reporting was completed within set time frames for the six month period December 2015 to June 2016. This included progress reporting for the December Bi-annual and March Quarter reviews of the 2015/2016 Operational Plan and revised Delivery Program 2013/2017. Of particular note during this period was Council's adoption of its third Operational Plan 2016 - 2017 including annual budget and fees and charges on 14 June 2016. All processes for the public exhibition and plan adoption were in accordance with the relevant statutory guidelines and procedures prescribed in the Local Government Act and Integrated Planning and Reporting framework. The progress of Council's statutory obligations is regularly reported to Council's Internal Audit Committee.</p>

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
L3.1.2	<p>Integrated risk management, compliance and internal control systems are in place to identify, assess, monitor and manage risks throughout the organisation.</p> <p>Responsible Officer: <i>Director Corporate</i></p>	<p></p>	Office of Local Government	Deliver, Lead
Comments				

A review of risk management systems has been completed. Internal audit program and Audit and Risk Committee provide ongoing review.
Progressing in accordance with Delivery Program - Year 3.

Critical Action

Code	Description	Progress	Comments
L3.1.2.1	<p>Risk management is integrated into Council's business framework.</p> <p>Responsible Officer: Director Corporate</p>	 91%	<p>The development, mapping and testing of the new version of the risk management program has continued. A risk management plan has been developed for the Lindfield Community Hub project and the review of the risk management plan for the St Ives Medieval Faire has commenced.</p> <p>In addition to this, new templates have been created and the review of Councils Crisis Management and Business Continuity Plan framework and Contingency Plans has continued. The review has included the identification of a more simplified framework and development of associated documentation including forms, checklists, logs and reporting templates.</p> <p>The review of Councils insurance processes/protocols for the purpose of continuous improvement have been completed and implemented. Insurance policies and their coverage have been reviewed and renewed for period 30/6/16 to 30/6/17.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.2.1.1	<p>Continue the development of a Risk Management Plan and ensure risks and related actions are monitored, reported on and followed up.</p> <p>Responsible Officer: Manager People & Culture</p>	 85%	<p>During this reporting period the development, mapping and testing of the new version of the risk management program has continued in consultation with the TechnologyOne consultant. Fields and reporting parameters have been reviewed and are being updated by the TechnologyOne consultant.</p> <p>A risk management plan has been developed for the Lindfield Community Hub project and the review of the risk management plan for the St Ives Medieval Faire has commenced.</p> <p>A review of Event Risk Management Plan templates has also commenced.</p> <p>Reason</p> <p>Some delays have been experienced due to additional change requests identified as a result of testing and the availability of the TechnologyOne consultant.</p> <p>Remedial Action</p> <p>To ensure time frames are being met, the following will be undertaken</p>



			<ul style="list-style-type: none"> - Scheduling time with the TechnologyOne consultant in advance - Debriefing and planning meetings at the start and end of each session.
L3.1.2.1.2	<p>Incident review and continuous improvement processes are integrated into the online risk management system.</p> <p>Responsible Officer: <i>Manager People & Culture</i></p>	 <p>90%</p>	<p>During this reporting period the development, mapping and testing of the new version of the risk management program has continued in consultation with the TechnologyOne consultant.</p> <p>Updates have been made to fields, including the use of questions and prompts to provide a more interactive and user friendly interface. The risk matrix has been updated and a range of reports and report parameters have been identified. The new reports will provide a more user friendly presentation of statistical data to the organisation.</p> <p>Reason</p> <p>Some delays have been experienced due to additional change requests identified as a result of testing and the availability of the TechnologyOne consultant.</p> <p>Remedial Action</p> <p>To ensure time frames are being met, the following will be undertaken:</p> <ul style="list-style-type: none"> - Scheduling time with the TechnologyOne consultant in advance - Debriefing and planning meetings at the start and end of each session.
L3.1.2.1.3	<p>Align business continuity processes with Australian Inter-service Incident Management System (AIMS) and Local Emergency Management Officer (LEMO).</p> <p>Responsible Officer: <i>Manager People & Culture</i></p>	 <p>90%</p>	<p>During this reporting period the population of the new templates and review of Councils Crisis Management and Business Continuity Plan framework and Contingency Plans has continued.</p> <p>The review has included the identification of a more simplified framework and development of associated documentation including forms, checklists, logs and reporting templates.</p> <p>Reason</p> <p>Delays have been experienced due to the identification of additional documentation requirements, the need to simplify the existing processes and the resignation and replacement of Councils Insurance Officer.</p> <p>Remedial Action</p> <p>To assist this task to progress the Insurance Officer position has been replaced and a procedure for the processing of Public Liability Claims has been developed and implemented to reduce the time spent training when the this position is vacated.</p>

L3.1.2.1.4	Undertake a review of insurance processes/protocols for the purpose of continuous improvement and implement changes where necessary. <i>Responsible Officer: Manager People & Culture</i>	 100%	Completed previous reporting period.
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Term Achievement

Code	Description	Progress	Stakeholders	Council Role
L3.1.3	Council's governance framework is developed to ensure probity, transparency and the principles of sustainability are integrated and applied into our policies, plans, guidelines and decision making processes. <i>Responsible Officer: Director Corporate</i>		Office of Local Government	Deliver, Lead

Comments

Activities to ensure Council's governance framework is robust have continued this financial year. The policy review program has progressed and record keeping practices reviewed.

Progressing in accordance with Delivery Program - Year 3.

Critical Action

Code	Description	Progress	Comments
L3.1.3.1	Ensure effective and efficient conduct of Council and committee meetings for the benefit of councillors and the community. <i>Responsible Officer: Director Corporate</i>	 100%	Council meetings continue to run in an effective and efficient manner. Councillors are provided with regular information regarding meeting conduct to ensure compliance with the Code of Meeting Practice and the Code of Conduct.

Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.3.1.1	Business Papers and associated Minutes are published in an accurate and timely manner for public scrutiny and encourage community participation. <i>Responsible Officer: Manager Records & Governance</i>	 100%	Business papers were created for all meetings of Council held during the January to June reporting period in accordance with the established time-frames in Council's Code of Meeting Practice. Business papers and minutes were created for ten (10) scheduled Ordinary Meetings of Council held during the reporting period.

L3.1.3.1.2	Deliver ethics and code of conduct training to Councillors and staff, as part of the induction program and refresher sessions for existing staff. <i>Responsible Officer: Manager People & Culture</i>	 100%	Code of Conduct delivered within the induction program for new staff (LMS Code of Conduct). Refresher eLearning module to be developed and implemented in 2016 - 2017.
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Critical Action

Code	Description	Progress	Comments
L3.1.3.2	Internal audit function is supported and operating effectively. <i>Responsible Officer: Director Corporate</i>	 100%	Updates on Councils internal audit program together with customer complaints and compliments is provided to the Audit & Risk Committee on a quarterly basis. Ongoing reporting to the Independent Commission Against Corruption, the Ombudsman and the Office of Local Government is provided as required.

Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.3.2.1	Internal audit programs and statistics are reported to each Audit and Risk Committee meeting. <i>Responsible Officer: Manager People & Culture</i>	 100%	Completed previous reporting period.
L3.1.3.2.2	The results of investigations into staff and customer complaints are reported to the Audit and Risk Committee. <i>Responsible Officer: Manager People & Culture</i>	 100%	Completed previous reporting period.
L3.1.3.2.3	Ensure compliance with requests from external Government organisations in relation to investigations. <i>Responsible Officer: Manager People & Culture</i>	 100%	Completed previous reporting period.

Critical Action

Code	Description	Progress	Comments
L3.1.3.3	Compliance with the requirements of relevant Acts and Regulations.		Council continued to comply with its requirements under relevant acts and regulations. Council implemented the Legislative Compliance Database across the organisation in order to increase the effectiveness of its recording



	<p>Responsible Officer: Director Corporate</p>	<p>100%</p>	<p>legislative and regulatory compliance obligations, and is currently in negotiations with vendor of the database to improve the benefit Council receives from this tool.</p> <p>Quarterly reporting to the Audit and Risk Committee summarising Council's actions in response to compliance obligations, circulars, legislative updates and other matters arising that impact the local government sector has been implemented to aid in assuring that the objectives of this task are consistently met.</p>
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Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.3.3.1	<p>Comply with the Government Information (Public Access) and Privacy and Personal Information Acts (PIPP).</p> <p>Responsible Officer: Manager Records & Governance</p>	<p> 100%</p>	<p>During the reporting period of January to June 2016 staff processed 600 informal requests, 32 formal applications for access to Council information, and 1 internal review under the Government Information (Public Access) Act 2009.</p> <p>During this period, 1 request for an internal review of a privacy complaint was received under the Privacy and Personal Information Protection Act 1998. The processing of this application is currently ongoing.</p>
L3.1.3.3.2	<p>Comply with the requirements of the Local Government Act and Regulations.</p> <p>Responsible Officer: Manager Records & Governance</p>	<p> 100%</p>	<p>Council continued to comply with its requirements under relevant acts and regulations. Council implemented the Legislative Compliance Database across the organisation in order to increase the effectiveness of its recording legislative and regulatory compliance obligations, and is currently in negotiations with vendor of the database to improve the benefit Council receives from this tool.</p> <p>Quarterly reporting to the Audit and Risk Committee summarising Council's actions in response to compliance obligations, circulars, legislative updates and other matters arising that impact the local government sector has been implemented to aid in assuring that the objectives of this task are consistently met.</p> <p>Governance staff also receive weekly email updates from the NSW Parliamentary Counsel's Office advising updates to notified instruments, the Government Gazette and Bill information.</p>

Critical Action

Code	Description	Progress	Comments
L3.1.3.4	<p>Continue to improve internal Council policies and maintain registers to accord with legislation.</p> <p>Responsible Officer: Director Corporate</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>The Governance team have continued to maintain control data relating to the currency of all of Council's policies (using the Controlled Documents Register) and of Council's public registers.</p> <p>A targeted system audit of Council's delegations register was undertaken and recommendations from this have been implemented. A full system audit of the register will be undertaken in the 16/17 financial year.</p> <p>A review of the policies and public registers on Council's website has been undertaken, in relation to the requirements in Section 18 of the Government Information (Public Access) Act 2009 and Schedule 1 Of the Government Information (Public Access) Regulation 2009, and compared with other Councils. The review identified that Council could improve its open access compliance by providing a link to a community land register and general improvements to Council's GIPA page. This will be further investigated in the 16/17 financial year.</p> <p>Staff have also modified the system used to manage Council's Seals Register, Delegations and Controlled Documents to ensure the accuracy and ongoing applicability of this system.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.3.4.1	<p>Maintain a policy review program to ensure the currency of all policy documents</p> <p>Responsible Officer: Manager Records & Governance</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>The Governance team have continued to maintain control data relating to the currency of all of Council's policies using the Controlled Documents Register. The following policies are on public exhibition: Bushland Encroachment Policy; Fauna Management Policy; Water Sensitive Cities Policy; Biodiversity Policy.</p> <p>The following policies were approved during the reporting period of January to June 2016: Compliance Policy; Planning Agreement Policy; Contaminated Land Policy; Private use of Road Reserves and Nature Strips Policy.</p> <p>There are currently 67 policies in draft format.</p>
L3.1.3.4.2	<p>Participate in policy review opportunities to implement the principles of sustainability.</p> <p>Responsible Officer: Manager Environment & Sustainability</p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Opportunities to implement the principles of sustainability within new policies have been capitalised on, including consideration of sustainability principles within the Draft Biodiversity Policy and the Draft Water Sensitive City Policy.</p>

L3.1.3.4.3	<p>Oversee the regular review and update of Council's publicly available registers.</p> <p>Responsible Officer: <i>Manager Records & Governance</i></p>	<p> 100%</p>	<p>The governance team continue to maintain the currency of Council's public registers.</p> <p>A targeted system audit of Council's delegations register was undertaken and recommendations from this have been implemented. A full system audit of the register will be undertaken in the 16/17 financial year.</p> <p>A review of the policies and public registers on Council's website has been undertaken, in relation to the requirements in Section 18 of the Government Information (Public Access) Act 2009 and Schedule 1 Of the Government Information (Public Access) Regulation 2009, and compared with other Councils. The review identified that Council could improve its open access compliance by providing a link to a community land register and general improvements to Council's GIPA page. This will be further investigated in the 16/17 financial year.</p> <p>Staff have also updated the system used to manage Council's Seals Register, Delegations and Controlled Documents to ensure the accuracy and ongoing applicability of this system.</p>
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Critical Action

Code	Description	Progress	Comments
L3.1.3.5	<p>Maintain transparency and accountability in the management of tenders, contracts and purchasing of goods and services.</p> <p>Responsible Officer: <i>Director Corporate</i></p>	<p> 98%</p>	<p>Improvements made in application of standard probity requirements and accreditation obtained to provide probity services.</p>

Key Achievements

Successful completion of Probity Services Accreditation Course

Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.3.5.1	<p>Develop, implement and maintain guidelines for use by the Tender Evaluation Committee (TEC) members.</p> <p>Responsible Officer: <i>Director Corporate</i></p>	<p> 100%</p>	<p>Council have ensured that the tender process is completed with Council and legislative requirements for process and probity.</p>

L3.1.3.5.2	Roll out training for users of contracts and guidelines to support use across Council. Responsible Officer: Director Corporate	 90%	Guidelines have been developed but still need to be rolled out. Delayed pending suitable timing to 2016/17 financial year. Reason Competing priorities has delayed setting a suitable program for roll out. Remedial Action The delayed work has been Included in the 2016/2017 Operational Plan.
L3.1.3.5.3	Implement modifications to existing systems for improved management of suppliers. Responsible Officer: Director Corporate	 100%	Continual improvements are identified and implemented to internal process and documentation used for procurement.
L3.1.3.5.4	Implement changes to Stores system to establish categories and generate Stored Items register. Responsible Officer: Director Corporate	 100%	This work was substantially completed in line with the 2015/2016 end of year stocktake. Categories to be refined, stock locations remapped and management of stock and storage items to be fully documented by early August 2016.

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
L3.1.4	The organisation is recognised as a leader in sustainability. Responsible Officer: Director Strategy & Environment		Office of Local Government, Office of Environment and Heritage, Department of the Environment, Department of Planning and Environment, Local Community and Environmental Groups	Deliver, Lead
Comments				
Council recently received two awards for demonstrating leadership in sustainability, namely an award for its bushland management program (Local Government NSW Excellence in the Environment Awards) and for its Climate Wise Communities program (Australian Government's Resilience Australia Awards). Progressing in accordance with Delivery Program – Year 3.				

Critical Action

Code	Description	Progress	Comments
L3.1.4.1	Sustainability is integrated into Council's business framework. Responsible Officer: Director Strategy & Environment	 100%	A progress review of the Corporate Sustainability Action Plan was undertaken with managers, which included a presentation of the Corporate Sustainability Snapshot and a number of successful activities completed during the period.

Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.4.1.1	<p>Implement Council's Corporate Sustainability Action Plan and corporate sustainability program.</p> <p>Responsible Officer: <i>Manager Environment & Sustainability</i></p>	 100%	<p>A progress review of the Corporate Sustainability Action Plan was undertaken with managers, which included a presentation of the Corporate Sustainability Snapshot.</p> <p>Activities undertaken to implement Council's Corporate Sustainability Action Plan in the past six months include:</p> <ul style="list-style-type: none"> - Investigating options for source separation systems of waste generated at council facilities and equipment for recycling of organic waste - Options for a central collection system for hard-to-recycle waste such as batteries and CD/DVD/VHS media - Staff workshops such as reducing plastics and nasty chemicals with beeswax wraps and cosmetics, and making kokedama or Japanese moss balls - Harmony Day breakfast for Depot staff and afternoon tea for Chambers staff - Rollout of centralised procurement of sustainable serving ware and tea/coffee for all council events and meetings.
L3.1.4.1.2	<p>Deliver Environmentally Sensitive Lands training and other staff engagement programs.</p> <p>Responsible Officer: <i>Manager Environment & Sustainability</i></p>	 100%	<p>Council's staff sustainability network, the Ku-ring-gai Green Backs (KGB), continues to be available to support implementation of actions under the Corporate Sustainability Action Plan (CSAP). A number of sustainability lunchtime events were held for Council staff, including two kokedama gardening workshops with 25 attendees in total and a beeswax wraps workshop with 20 people.</p> <p>As part of Environmentally Sensitive Lands training five staff completed Aboriginal Heritage Awareness training. Links to existing ESRI online ArcGIS (mapping) training have been made available to all relevant staff. Staff continue to be trained in undertaking environmental assessments for capital works and operational works as required.</p>
L3.1.4.1.3	<p>Progress, monitor and report on Council's environmental risk management processes and activities.</p> <p>Responsible Officer: <i>Manager Environment & Sustainability</i></p>	 100%	<p>Council continues to implement its Risk Management Policy and Procedures as part of the Enterprise Risk Management (ERM) process. Training and supervision are provided to all staff, contractors, committees and volunteers. Council's services, operations and activities are assessed and provided in compliance with all relevant environmental acts, regulations, codes and standards. Environmental risks continue to be identified, prioritised and managed in a coordinated manner. Strategic planning processes are improved as a result of a structured consideration of environmental risk including the application of appropriate clauses in contracts.</p>

Critical Action

Code	Description	Progress	Comments
L3.1.4.2	<p>Monitoring and reporting on sustainability performance informs investment and management priorities.</p> <p>Responsible Officer: <i>Director Strategy & Environment</i></p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Council's sustainability data management and reporting (Envizi) system continues to be implemented. This system enables data in relation to Council's key sustainability performance indicators (including energy, water and waste data) to be easily accessible and easily reported against. The system continues to be used to:</p> <ul style="list-style-type: none"> - Provide staff with on demand and online access to energy, water, and emissions data for project evaluation and usage monitoring. - Compile corporate reports such as the corporate sustainability snapshot, six (6) monthly energy snapshots, and annual reporting indicators. <p>In 2015/16, additional functionality was incorporated which allows automated monitoring of next day electricity meter data for Council's large sites. This allows email alerts to be automatically generated and sent to Council staff when expected electricity consumption is exceeded. This feature has proved very valuable in detecting faults with building equipment as well as equipment and lighting being left on after-hours by Council contractors.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.4.2.1	<p>Implement Council's sustainability data management and reporting system and monitor and report on organisational performance.</p> <p>Responsible Officer: <i>Manager Environment & Sustainability</i></p>	<p><input checked="" type="checkbox"/></p> <p>100%</p>	<p>Council's sustainability data management and reporting (Envizi) system continues to be implemented. This system enables data in relation to Council's key sustainability performance indicators (including energy, water and waste data) to be easily accessible and reported against. The system continues to be used to:</p> <ul style="list-style-type: none"> - Provide staff with on demand and online access to energy, water, and emissions data for project evaluation and usage monitoring - Compile corporate reports such as the corporate sustainability snapshot, six (6) monthly energy snapshots, and annual reporting indicators <p>In 2015/16, additional functionality was incorporated which allows automated monitoring of next day electricity meter data for Council's large sites. This allows email alerts to be automatically generated and sent to Council staff when expected electricity consumption is exceeded. This feature has proved very valuable in detecting faults with building equipment as well as equipment and lighting being left on after-hours by Council contractors.</p>

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
L3.1.5	Council services and programs are provided on the basis of equity, community priorities, and best value for money within available resources. <i>Responsible Officer: General Manager</i>		Office of Local Government	Deliver, Lead

Comments

Council continued to provide services and programs that meet the identified needs of the community in an efficient and cost effective manner. Council' Integrated Reporting and Planning documents, including the Long Term Financial Plan, provide elected councillors with the required information to allocate Council's financial and physical resources in an equitable manner, given competing demands. Council continued to review its internal systems, processes and work practices to realise efficiencies and improve work practices. Progressing in accordance with Delivery Program - Year 3 with improvements to specified systems and processes to be completed in Year 4.

Critical Action

Code	Description	Progress	Comments
L3.1.5.1	Ensure optimal performance of Council's records management services and electronic document management system (TRIM) to ensure the timely delivery of information in response to community requests. <i>Responsible Officer: Director Corporate</i>	 100%	The records team continued to maintain the performance of Council's records management services and electronic document management system to agreed service levels.

Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.5.1.1	Maintain Council's record management system and provide records management services including training and advice. <i>Responsible Officer: Manager Records & Governance</i>	 100%	The records team continue to maintain the performance of Council's records management services and electronic document management system. 3 formal TRIM training sessions were conducted throughout the reporting period. The TRIM helpdesk provided further advice and guidance to users as required. The team have undertaken a number of continuous improvement activities during the reporting period, including: - Updating security on HR files to comply with the PPIP Act and internal policies - Developing and implementing a new confidential file type for grievances and internal investigations



			<ul style="list-style-type: none"> - Developing a new file type and process for insurance claims (to be implemented in the 16/17 financial year) - Digitisation of Building Applications ranging from 1958-1997 (previously on microfilm) - Working with various teams to discuss their unique record keeping needs and implement system improvements <p>A TRIM/Records Management user survey was conducted during this reporting period to enable staff to provide feedback in relation to the system and the services provided by the team. 149 responses were received, with a generally positive outlook across the board. Staff have taken on all constructive comments received from the survey and will use them to improve training and services in the 16/17 financial year.</p>
L3.1.5.1.2	<p>Audit and report on compliance with use of Council's record management system.</p> <p>Responsible Officer: <i>Manager Records & Governance</i></p>	<p style="text-align: center;">  100% </p>	<p>Records statistics for the period January to June 2016 are as follows:</p> <ul style="list-style-type: none"> - 2014 CDC/PCDC files and 2013 DA files were transferred from Development and Regulation to Records for storage, a total of 57 shelf metres of records. The files can be retrieved by Council officers as on-site file requests. - The transfer of 2008 DA files commenced; these files continue to be progressively transferred to offsite storage. - Secure destruction of records sentenced in accordance with the State Records Act 1998 amounted to 19 x 240L secure storage bins during the quarter. - The contract archivist appraised and culled 842 property files to be scanned and entered in TRIM. It is anticipated that this project will eliminate the requirement for ongoing physical storage of these files and also provides access to council officers who can view the contents in TRIM. - No. of Day Boxes Created - 37 - No. of Archives Boxes Created - 216 - No. of Boxes sent to Off-site Storage - 217 - No. of Requests for Files and Boxes from Off-site - 473 files and 376 boxes - No. of Requests for Files Stored On-site - 407 files - No. of Items Sentenced and Destroyed - 992 legacy files, 16 boxes of scanned records <p>Outgoing mail: Small – 137909; Large – 4048; Other - 866</p>

Critical Action

Code	Description	Progress	Comments
L3.1.5.2	<p>Council's workforce and workplace match contemporary organisation requirements.</p> <p>Responsible Officer: Director Corporate</p>	 93%	<p>Council's workforce skills, opportunities and conditions continued to match contemporary organisation requirements. Completion of two 2015-2016 continuous improvement tasks were delayed during the period but are expected to be progressed in the first quarter of 2016-2017. The Climate Survey and Workforce Action Plans are being implemented in accordance with identified time frames. An Equal Employment Opportunity (EEO) Plan has been drafted which sets out strategies for the next 4-5 years. This is currently awaiting consideration and approval of the Leadership team. Work is continuing with Information Management on the implementation of Human Resource related TechnologyOne modules.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.5.2.1	<p>Implement Climate Survey action plans in accordance with plan timeframes.</p> <p>Responsible Officer: Director Corporate</p>	 100%	<p>Action items have been implemented in accordance with plan timeframes</p>
L3.1.5.2.2	<p>Continue implementation of Workforce Action Plan in accordance with plan timeframes.</p> <p>Responsible Officer: Director Corporate</p>	 100%	<p>Action items have been implemented in accordance with plan timeframes</p>
L3.1.5.2.3	<p>Revise Council's Equity and Diversity Strategy and implement actions in accordance with set timeframes.</p> <p>Responsible Officer: Manager People & Culture</p>	 85%	<p>The draft EEO Management plan has been finalised and is awaiting consideration and approval.</p> <p>Reason</p> <p>In light of the current climate of change within Local Government the revised plan will be referred for approval and implementation at an appropriate time.</p> <p>Remedial Action</p> <p>This will need to be revisited in the first quarter of 16/17 financial year or at an appropriate time determined by the leadership team.</p>

L3.1.5.2.4	<p>Develop and implement electronic payroll processes to replace manual/paper based processes and forms.</p> <p>Responsible Officer: <i>Manager People & Culture</i></p>	 80%	<p>Council continues to successfully run a weekly payroll with minimal incident or disruption. This task seeks to further streamline manual processes and transition to automated and electronic processes where possible. A significant amount of work has been completed on the review of the employee self service module capabilities.</p> <p>Reason</p> <p>Delays have resulted largely due to technical issues within the system that are under review by the provider.</p> <p>Remedial Action</p> <p>Following resolution of the technical issues testing will commence with a pilot group within Council.</p>
L3.1.5.2.5	<p>Continue to facilitate the implementation of TechnologyOne modules including Human Resources, Safety and Learning and Development.</p> <p>Responsible Officer: <i>Director Corporate</i></p>	 100%	<p>Work is continuing with information management staff to facilitate implementation of TechnologyOne modules.</p>

Critical Action

Code	Description	Progress	Comments
L3.1.5.3	<p>Provide a safe and healthy workplace for staff, contractors and the community.</p> <p>Responsible Officer: <i>Director Corporate</i></p>	 76%	<p>Council continues to provide a safe and healthy workplace for staff, contractors and the community. Completion of three 2015-2016 continuous improvement tasks were delayed during the period but are expected to be progressed in the first quarter of 2016-2017. Key achievements during the period include</p> <ul style="list-style-type: none"> - The metrics associated with Work Health and Safety (WHS) are/were reviewed and reported to Management and WHS Strategic and Operational Committees. - WHS consultation and communication between workers and various WHS Committees continues. - Action items associated with Councils Work Health and Safety (WH&S) Strategy have been implemented in accordance with set timeframes. - The Safestart program was delivered to staff as scheduled and the development of e-learning modules for WHS and risk management has commenced. - An Audit of Councils Asbestos Management Policy/Manual has been completed with remedial action underway to ensure compliance with legislation. - Confined Entry Procedures and First Aid requirements audits are currently underway.



			<p>- An appropriate product to support a fully integrated and electronic Work Health and Safety (WH&S) management system has been identified.</p> <p>Reason</p> <p>Staff turnover has resulted in some delay to completion of projects. In addition to this, further development of the software to support Councils WHS system is underway by the supplier which will ensure successful integration with Council's enterprise business system.</p> <p>Remedial Action</p> <p>Appropriate staff resources are now in place.</p>
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Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.5.3.1	<p>Review Work Health and Safety (WH&S) Strategy and implement actions in accordance with set timeframes.</p> <p>Responsible Officer: <i>Manager People & Culture</i></p>	 100%	Completed previous reporting period.
L3.1.5.3.2	<p>Deliver the Work Health and Safety (WH&S) Management system across Council.</p> <p>Responsible Officer: <i>Manager People & Culture</i></p>	 80%	<p>Council's existing Work Health and Safety (WH&S) Management system continues to meet all regulatory compliance requirements. Continuous improvement initiatives completed during the period included</p> <p>;- SafeStart training was rolled out and a new e-learning module was developed to support Councils induction program.</p> <p>- Development of e-learning modules for WHS and risk management are currently progressing.</p> <p>Reason</p> <p>Resourcing constraints within the Corporate Risk and Assurance service unit resulted in some delays.</p> <p>Remedial Action</p> <p>Appropriate staff resources are now in place.</p>
L3.1.5.3.3	<p>Deliver the SafeStart Safety Program.</p> <p>Responsible Officer: <i>Manager People & Culture</i></p>	 100%	SafeStart 'Strains and Sprains' extended application module was delivered in April 2016. SafeStart 5 core units are scheduled to be delivered to new staff in August 2016.



L3.1.5.3.4	<p>Develop and implement a program of independent Work Health and Safety (WH&S) management system audits which are performed by an external auditor on an annual basis.</p> <p>Responsible Officer: <i>Manager People & Culture</i></p>	 50%	<p>Council's existing Work Health and Safety (WH&S) Management system meets all regulatory compliance requirements. This task sought to further enhance Council's system and compliance through a regular program of independent audits. Work completed during the period included Emergency Response Planning and Business Continuity Plans and documents are approximately 75% complete. Evacuation Plans have been audited and are currently being updated. An audit of Council's Asbestos Management Policy/ Manual has been undertaken and remedial action is underway. An audit of Confined Entry Procedures and First Aid requirements is currently underway</p> <p>Reason</p> <p>Resourcing constraints within the Corporate Risk and Assurance service unit resulted in some delays.</p> <p>Remedial Action</p> <p>Appropriate staff resources are now in place.</p>
L3.1.5.3.5	<p>Implement a fully integrated and electronic Work Health and Safety (WH&S) management system.</p> <p>Responsible Officer: <i>Manager People & Culture</i></p>	 50%	<p>Council's Work Health and Safety (WH&S) system currently includes a number of manual processes. This task provides for the implementation of a fully electronic system to automate and integrate these manual processes. A significant amount of work has been completed on the review of various elements of the manual system in preparation for transition to an electronic system.</p> <p>Reason</p> <p>The progress of this task was delayed due to an extension to the timeframe for the preferred software provider to release a new version of the system.</p> <p>Remedial Action</p> <p>Following the release of the new version of the system, Council mobile devices will be identified and arrangements made to trial mobile computing.</p>

Critical Action

Code	Description	Progress	Comments
L3.1.5.4	<p>Create a culture that builds skills and supports staff in professional development opportunities.</p> <p>Responsible Officer: <i>Director Corporate</i></p>	 100%	<p>Council's 2016 training program has been implemented as scheduled with training being delivered across a range of areas including Corruption Prevention, Leadership Development and Work Health & Safety.</p> <p>Phase 2 of Council's Leadership Development Strategy was implemented in the second half of the year with the 'Management Colloquium' being delivered</p>



			to 47 key staff. The final stages of 'go live' testing for the new learning management system is underway with the first delivery module (online induction) rolled out in June.
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Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.5.4.1	Deliver Training Plans and programs. <i>Responsible Officer: Manager People & Culture</i>	<input checked="" type="checkbox"/> 100%	ICAC training was delivered in April 2016 to a targeted audience. Colloquium (phase 2) was delivered in May/June 2016. WHS training program was delivered across February/June 2016. Ten (10) applications for Study Assistance Scheme accepted. The Learning Management System was implemented with on-line induction brought in house.
L3.1.5.4.2	Develop, implement and monitor learning and development activities across Council, including Council's Leadership Development Strategy. <i>Responsible Officer: Manager People & Culture</i>	<input checked="" type="checkbox"/> 100%	Phase 2 of Council's leadership development strategy was implemented with the 'Management Colloquium' being delivered to 47 participants across May/June 2016. Additional WHS and SafeStart training delivered in April/May/June.
L3.1.5.4.3	Procure and implement a fully integrated Learning Management System to facilitate Council's approach to e-learning. <i>Responsible Officer: Manager People & Culture</i>	<input checked="" type="checkbox"/> 100%	Final stages of 'go live' testing in place for LMS. Induction program module developed and deployed.

Critical Action

Code	Description	Progress	Comments
L3.1.5.5	Information management systems, technologies and procedures are in place to support the organisation's strategic objectives. <i>Responsible Officer: Director Corporate</i>	<input checked="" type="checkbox"/> 100%	Information management systems were actively monitored and maintained resulting in availability targets being met throughout this period. Support requests remained steady and service levels were met. All planned network infrastructure maintenance and hardware replacements were completed on schedule and on budget. The Geographical Information System (GIS) and Property & Rating databases were updated with all relevant changes throughout this period. The implementation of Geocortex GIS Viewer to replace Dekho is progressing well with User Acceptance Testing having commenced in June with a small pilot group of staff.



			<p>The use of Council's online services continues to grow with all certificates required for the sale of properties now available online, as well as the launch of online requests which allows residents to lodge service requests through a web portal 24x7. Work has also commenced to make available online applications applicable to Development & Regulation such as Pre-DA and Pre-CDC applications.</p> <p>The Ku-ring-gai Library Ezone network upgrade was completed in June resulting in high speed internet access in all four of Council's libraries. This has improved access to information and services for library patrons using both Council PCs or the free Wi-Fi service with their own devices. This will also allow Council to expand educational services which rely on the internet.</p>
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Key Achievements

Public access internet speed increased at all four Council libraries.
 Online Requests portal now available on Council website.

Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.5.5.1	<p>Review and Implement Information Management Strategic plan projects and ensure appropriate funding is identified.</p> <p>Responsible Officer: <i>Manager Information Technology & Communications</i></p>	 100%	<p>Council's Business Systems section continued to implement and improve Council systems, within the budget provided. To date all projects for the 2015/16 year are progressing well and are within budget. Updates on projects are presented quarterly to the Information Management Business Group (IMBG). Council has now approved budgets for system requirements for the 2016/17 financial year, which will be included in the projects list, along with other internal unfunded system projects.</p>
L3.1.5.5.2	<p>Continue to expand relevant integrated E-Business and online service delivery.</p> <p>Responsible Officer: <i>Manager Information Technology & Communications</i></p>	 100%	<p>Business systems has now made available online all certificates required for sale of properties. Configuration has commenced on other applications applicable to the Development and Regulation area of Council, such as Pre DA and Pre CDC applications.</p>
L3.1.5.5.3	<p>Council's Geographic Information System (GIS) is maintained and updated.</p> <p>Responsible Officer: <i>Manager Information Technology & Communications</i></p>	 100%	<p>All Geographical Information System (GIS) and TechnologyOne Property databases were updated as a result of 67 new registered plans at NSW Land & Property Information (LPI) which resulted in the creation of 100 new properties, 359 new residential units and 229 stratum allotments for the M1 Motorway Tunnel.</p> <p>Council's Public Web Map was launched on 14 July 2015 and current figures</p>



			<p>indicate that the site achieves about 80 hits per day. Positive feedback was received from NSW Valuer Generals Department. VG staff have been advised to use the site to resolve their issues prior to contacting Council.</p> <p>The implementation and customisation of Geocortex, the Dekho replacement software, is progressing to timetable. All Search, Report, Integration and Printing functions have been developed and configured. User acceptance testing, by a number of key staff, is scheduled to commence on 4 July 2016 with a go-live date of September 2016.</p> <p>A total of 4316 Planning Certificates were issued during 2015/2016. Council launched its online Certificate Service in January 2016. To date approximately 84% of application are lodged and delivered online. The total income from Planning Certificates being approximately \$367,000.</p>
L3.1.5.5.4	<p>Council's Information Systems and Technology Infrastructure is maintained, updated and supported.</p> <p>Responsible Officer: <i>Manager Information Technology & Communications</i></p>	 100%	<p>Routine housekeeping is performed daily, weekly and monthly and all systems are operational and in good health. All scheduled maintenance was performed on time and all servers have had Windows updates applied. The Business Continuity Plan has been reviewed and updated and the bi-annual Disaster Recovery exercise was conducted in April. Hardware replacements were completed for this period and included the email server. Migration of all SQL databases to the new clustered environment commenced.</p>
L3.1.5.5.5	<p>Maintain Council's website and monitor and report on usage.</p> <p>Responsible Officer: <i>Manager Corporate Communications</i></p>	 100%	<p>Website traffic Page views: 1,261,275 (+2.46% year-on-year) Unique page views: 977618 (+2.34%) Users: 228345 (+6.81%)</p> <p>The most popular pages in terms of unique page views were</p> <ol style="list-style-type: none"> 1) Homepage 88779 2) My Library 30282 3) DA tracking 21120 4) Ku-ring-gai Library 19549 5) Contact us 21247 6) Library opening hours 20360 7) Find out what's near you 8493 8) Waste and recycling 17907 9) Clean up 14645 10) Houses waste and recycling 13789

Critical Action

Code	Description	Progress	Comments
L3.1.5.6	<p>Council's services have been reviewed against community needs, objectives and strategic directions.</p> <p>Responsible Officer: Director Strategy & Environment</p>	 <p>30%</p>	<p>Progression during the reporting period was delayed due to staff resources being allocated to other Council priorities.</p> <p>Reason</p> <p>Staff resources were directed into the preparation of a submission in response to the NSW Government's merger proposal for Ku-ring-gai Council and preparation and public exhibition of Council's revised Delivery Program 2013/2017 and Operational Plan 2016/2017.</p> <p>Remedial Action</p> <p>This task has been carried over and incorporated in Council's revised Delivery Program 2013 – 2017 and Operational Plan 2016 – 2017, adopted by Council at its Ordinary Meeting of 14 June 2016.</p>

Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.5.6.1	<p>Continue a program of specification of Council's services, including defined service levels against community expectations.</p> <p>Responsible Officer: Manager Integrated Planning Property & Assets</p>	 <p>30%</p>	<p>Work completed to date for this task includes preliminary mapping of Council services, including statutory and regulatory requirements and costs, scoping of requirements for phase two, including development of a service specification structure and program and requirements for additional resources.</p> <p>Reason</p> <p>Further progress on this task was delayed during the reporting period due to available staff resources being allocated to other program priorities, including preparation of a submission in response to the NSW Government's merger proposal for Ku-ring-gai Council and the preparation and public exhibition of Council's revised Delivery Program 2013/2017 and Operational Plan 2016/2017.</p> <p>Remedial Action</p> <p>This task has been carried over and incorporated in Council's revised Delivery Program 2013 – 2017 and Operational Plan 2016 – 2017, adopted by Council at its Ordinary Meeting of 14 June 2016.</p>

Critical Action

Code	Description	Progress	Comments
L3.1.5.7	Council provides quality customer service. <i>Responsible Officer: Director Community</i>	 100%	Council provided, maintained and measured quality customer service during the reporting period. A rigorous benchmarking program has been undertaken with other councils from January to June 2016. The results will be reported in the General Manager's 6 monthly performance review.

Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.5.7.1	Report bi-annually to Council on achievement of adopted Customer Service Standards. <i>Responsible Officer: Manager Corporate Communications</i>	 100%	Customer service achievements are reported twice yearly in the General Manager's performance review.

Issue: Community Engagement.

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

Term Achievement

Code	Description	Progress	Stakeholders	Council Role
L4.1.1	Community engagement utilises effective and varied communication channels to reach all sections of the community. <i>Responsible Officer: Director Community</i>		Office of Local Government, Local Community Groups	Facilitate, Deliver, Lead

Comments

Council continues to ensure the community is engaged in the decision making process, and is well-informed of outcomes. A range of media options are utilised to ensure effective communication with the community. Progressing in accordance with Delivery Plan - Year 3.

Critical Action

Code	Description	Progress	Comments
L4.1.1.1	Implement a program of innovative and effective engagement to provide a better understanding of Council services, programs and facilities to the community. <i>Responsible Officer: Director Community</i>	 97%	Council ensured that the community remained informed and promoted its upcoming services and events on Council's website, e-newsletter and social media. Examples of innovative and effective campaigns that Council implemented included the Capture Ku-ring-gai photo competition which achieved a very high level community engagement on facebook and instagram.

Operational Plan Tasks

Code	Description	Progress	Comments
L4.1.1.1.1	<p>Revise Engagement Policy and ensure promotion and education throughout the organisation.</p> <p>Responsible Officer: <i>Manager Corporate Communications</i></p>	 <p>90%</p>	<p>Council's Community Consultation Policy has been revised. Once approved by Council, meetings with key staff will be undertaken to ensure they understand their responsibilities when engaging the community.</p> <p>Reason</p> <p>There was a slight delay in submitting the policy due to completion of other community engagement works to inform the updated policy.</p> <p>Remedial Action</p> <p>The Task is progressing and will be completed in 2016/17. Implementation of the task has been included in Council's 2016/2017 Operational Plan.</p>
L4.1.1.1.2	<p>Proactively publicise Council's services, programs, policies and achievements via the website, social media and newsletters.</p> <p>Responsible Officer: <i>Manager Corporate Communications</i></p>	 <p>100%</p>	<p>The following activities have taken place:</p> <ul style="list-style-type: none"> - productive relationships have been built with different departments who keep communications informed of noteworthy services, programs, policies and achievements that should be promoted to the community, - the website has been regularly reviewed to make sure that content is relevant and kept up to date. Key updates are also given priority on the Council homepage. - Promotion of noteworthy achievements, programs and updates to policies on social media on a timely basis. - Distribution of monthly Ku-ring-gai E-news which promotes Council's key developments, updates and achievements during the previous month.
L4.1.1.1.3	<p>Monitor and apply corporate communications and visual design standards to Council's communication materials, products and website.</p> <p>Responsible Officer: <i>Manager Corporate Communications</i></p>	 <p>100%</p>	<p>Creative design solutions were executed during the June period to engage with the community and provide a better understanding of Council services, programs, events and facilities. Creative material included:</p> <ul style="list-style-type: none"> - Finalising the Refugee Pack - invitations, stickers and programs - Winter school holiday programs - Library events - Various senior events and seminar promotional material - Lights of our Lives promotional material - Range of sustainability events - St Ives Medieval Faire - Designing of the Delivery Program 2013-2017 and Operational Plan 2015 - 2016 - Climate Wise Manual

			<ul style="list-style-type: none"> - Redesign of various walking track brochures and maps - Interpretive signage for walking tracks in the Ku-ring-gai Wildflower Garden - Art Centre Semester program - Youth Services events - Re-design of all children services material - A stronger focus on digital promotion to reduce the amount of printed material - this includes Electronic kiosks, library and Art Centre TV screens, Social Media graphics, website, e-newsletters, digital advertising (North Shore Times, North Shore Mums, staff email signature). <p>Our consistent creative design solutions have resulted in effectively communicating council services to our community. Our highlight this year was receiving a Gold Award for our 2014-2015 Annual Report from the Australasian Reporting Awards.</p>
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Term Achievement

Code	Description	Progress	Stakeholders	Council Role
L4.1.2	Contribute to enhancing and protecting Council's reputation and public image. <i>Responsible Officer: Director Community</i>	<input checked="" type="checkbox"/>	Office of Local Government, Local Community Groups	Facilitate, Deliver, Lead

Comments

Council continues to liaise with the media on topical matters and monitors media for councillors and senior staff. Council's reputation and public image is enhanced through positive media stories that celebrate the success of a wide range of council services and programs. Progressing in accordance with Delivery Program- Year 3.

Critical Action

Code	Description	Progress	Comments
L4.1.2.1	Proactively monitor media and public comment and develop and coordinate the Council's actions in response. <i>Responsible Officer: Director Community</i>	<input checked="" type="checkbox"/> 100%	Councillors and senior staff continue to be provided with daily media monitoring services, including proactive real-time monitoring of social media pages owned by local newspapers and other relevant social media sites. Appropriate responses were prepared via social media, the letters page of local media, mayoral columns and media releases as required.

TheOperational Plan Tasks



Code	Description	Progress	Comments
L4.1.2.1.1	<p>Monitor media and public comment and coordinate Council's response.</p> <p>Responsible Officer: <i>Manager Corporate Communications</i></p>	<p><input checked="" type="checkbox"/> 100%</p>	<p>During this period the focus upon media liaison and monitoring was the proposed forced merger between Ku-ring-gai and Hornsby Council, its impacts upon the Ku-ring-gai community and the Council's court action in the Land & Environment Court. Media responses and briefings were prepared on behalf of the Mayor, which included radio interviews, letters to the editor and opinion pieces.</p> <p>Responses to comments on social media regarding the reform process were prepared on an as needs basis. Out of hours media liaison and monitoring was conducted as required on an as needs basis.</p> <p>Councillors and senior staff were provided with daily media monitoring bulletins. The communications team continued to exceed its standard KPI of an average of three media releases per week.</p>



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