

Delivery Program 2018-2021

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Operational Plan 2018-2019

December 2018: Bi-annual Review

KU-RING-GAI COUNCIL

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Introduction






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

- Three year Term Achievements, outlining what Council intends to do during its term of office to progress the Community Strategic Plan 'Our Ku-ring-gai 2038'.
- One year Operational Plan Tasks that detail the projects, programs and services that will be undertaken during 2018-2019.
- Key Performance Indicators that are reported as part of the June bi-annual reporting.

This report is presented under the following six themes:

- Theme 1 – Community, People and Culture
- Theme 2 – Natural Environment
- Theme 3 – Places, Spaces and Infrastructure
- Theme 4 – Access, Traffic and Transport
- Theme 5 – Local Economy and Employment
- Theme 6 – Leadership and Governance

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

Traffic Light	Status	Description
 Red	Significantly behind schedule	Performance issues resulting in major delays. Actions to address issues to be included
 Yellow	Behind schedule	Delayed performance progress with remedial action required
 Green	Progress on track	Performance is progressing as scheduled
 White	On hold	Council resolved to place item on hold
 Tick	Completed	Item has been completed






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

This report will be made available on Council's website www.kmc.nsw.gov.au/deliveryprogram






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Theme summary for Term Achievements

Theme	 Completed	 Green	 Amber	 Red	 White	Total
1. Community, People and Culture	0	8	0	0	0	8
2. Natural Environment	0	10	0	0	0	10
3. Places, Spaces and Infrastructure	0	13	2	1	0	16
4. Access, Traffic and Transport	0	6	1	0	0	7
5. Local Economy and Employment	0	3	0	0	0	3
6. Leadership and Governance	0	12	0	0	0	12
TOTAL Completed/on track 52/56 = 93%	0	52	3	1	0	56

Theme summary for Tasks


Theme	 Completed	 Green	 Amber	 Red	 White	Total
1. Community, People and Culture	0	29	0	0	0	29
2. Natural Environment	1	26	0	2	0	29
3. Places, Spaces and Infrastructure	0	51	6	5	0	62
4. Access, Traffic and Transport	0	11	2	1	0	14
5. Local Economy and Employment	0	8	0	0	0	8
6. Leadership and Governance	1	50	0	1	0	52
TOTAL Completed/on track 177/194 = 91%	2	175	8	9	0	194

Theme 1: Community, People and Culture



Issue: C1: Community Health and Wellbeing


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

Term Achievement

Code	Description	Progress
C1.1.1	Council's policies, programs and advocacy address the social, information and health needs of all age groups, reduce disadvantage and address gaps in service provision. <i>Responsible Officer: Director Community</i>	
Comments		
Demand for Council's children's services remained strong and all services are experiencing utilisation levels of over 90%. Community Development staff worked with local services, schools, universities and other councils to deliver a range of events and programs in response to identified community needs.		

Operational Plan Tasks


Code	Description	Progress	Comments
C1.1.1.1	Develop and implement effective plans, services and programs to proactively address the changing needs of the community including recommendations and programs identified in Council's Community Needs Analysis and Children's Services Needs Study. <i>Responsible Officer: Manager Community Development</i>	 50%	Demand for Council's children's services remained strong and all services are experiencing utilisation levels of over 90%.
C1.1.1.2	Partner with key stakeholders to deliver community programs in response to identified community needs. <i>Responsible Officer: Manager Community Development</i>	 50%	During the period Council officers worked in cooperation with local services, schools, universities and other councils to deliver a range of events and programs including: <ul style="list-style-type: none"> • Northern Sydney Apprenticeship and Traineeship Expo Workshop • Young Filmmakers Short Film Nights (6) • Multicultural Youth Forum in partnership in Provoke Woke • Art Workshops and Mural at Cliff Oval Wahroonga in partnership with Pymble Ladies College • Wellbeing Expos and transition to High school in partnership high schools in the area • Monthly Book Club for people with vision impairment meetings in partnership with Ku-ring-gai Neighbourhood Centre • Older Person's Mental First Aid Courses in partnership with Northern Sydney Volunteer • Northern Sydney Volunteer of the Year Awards in partnership with Centre for Volunteering and local community organisations • Carer Pamper Day in partnership local services organisations and Uniting Care community organisations • Introduction to Volunteering for newly arrived residents in partnership with Chinese Australian Services Society and Hornsby TAFE.

C1.1.1.3	<p>Deliver accessible and inclusive library services to the community, including information and lending services, consistent with social justice principles.</p> <p>Responsible Officer: <i>Manager Library & Cultural Services</i></p>	 <p>50%</p>	<p>Council's Libraribus Service continued to provide exceptional services tailored to the particular needs of the Ku-ring-gai community. The service is the only one of its kind in New South Wales by picking up residents with a disability, no car or other regular transport options and delivering them to one of council's local libraries on a weekly basis.</p> <p>Wheelchair and mobility access including a hydraulic lift and storage for walking frames ensures the bus addresses inequity in the community by offering a diverse service and support to our increasing number of isolated residents.</p> <p>Despite staff vacancies the Ku-ring-gai Home Library Service, also operating since 1980, continued to deliver library items to more than 130 residents. Mainly for older residents, carers or those with limited mobility, Ku-ring-gai Library delivers weekly or fortnightly popular, interesting and informational library resources.</p> <p>An additional community service facilitated by the library enabled volunteer Justices of the Peace to visit library branches 145 times, consult with 779 people and witness over 5100 documents.</p>
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Key Achievements

Delivery of a comprehensive program of events and programs to targeted community groups in cooperation with local services, schools, universities and other councils.


Term Achievement


Code	Description	Progress
C1.1.2	<p>Access has increased for communities that face barriers to using social services and community facilities.</p> <p>Responsible Officer: <i>Director Community</i></p>	

Comments

A range of programs designed to reduce isolation and promote social inclusion were delivered during the period. The Access and Disability Inclusion Plan was updated to comply with NSW State Government regulatory requirements, and new initiatives were implemented to engage and meet the needs of people from culturally and linguistically diverse backgrounds. Staff worked collaboratively with local providers to promote mainstream services and opportunities for people who have a disability, with a focus on promoting mainstream sports and dance clubs. Information on housing options for people who have a disability was presented as part of a community presentation on housing under the National Disability Insurance Scheme.

Operational Plan Tasks


Code	Description	Progress	Comments
C1.1.2.1	<p>Implement programs in response to identified community needs that address a range of accessibility issues, reduce social isolation and promote social inclusion.</p> <p>Responsible Officer: <i>Manager Community Development</i></p>	 <p>50%</p>	<p>During the period Council officers delivered a range of programs designed to reduce social isolation and promote social inclusion including:</p> <ul style="list-style-type: none"> • Drop-in Services at St Ives Youth Centre and Gordon AWOL • Life skills Workshops for young people • Basic First Aid training, • Safe Driving for Seniors • Write your Memoir for your Grandchildren • Health Care Information – My Health record/Advanced Care Directives • Eco workshop – making beeswax wraps and skin care products/ correct recycling • Falls Prevention classes at Lindfield and Gordon • Basically Backs classes at Nth Turramurra and Lindfield • Qi Gong classes at Gordon

			<ul style="list-style-type: none"> • Basic First Aid training workshops for volunteers, • Archibald Prize at the Art Gallery, • Dressage at the Sydney International Equestrian Centre and lunch at the Royal Cricketers Arms, • Tour of the Royal Botanic Gardens, Free movie “Ladies in Black” at Macquarie Event Cinemas • Tour of Dural Open Gardens and lunch • Hawkesbury River cruise on the Riverboat Postman, Lunch at Long Reef Golf Club • Lunch at Balmoral Bathers Pavilion.
<p>C1.1.2.2</p>	<p>Implement Council's Access, Disability and Inclusion Action Plan.</p> <p>Responsible Officer: <i>Manager Community Development</i></p>	 <p>50%</p>	<ul style="list-style-type: none"> • The Access and Disability Inclusion Plan was updated after consultation with departments across Council to comply with NSW State Government regulatory requirements. • New initiatives were implemented to engage and meet the needs of people from culturally and linguistically diverse backgrounds, especially people who speak Mandarin and Cantonese. This included the start-up of a peer support group where people from the same linguistic background met regularly to discuss their needs and service providers presented to the groups. • Council's Community Development Officer for Disability worked collaboratively with local services to promote mainstream services and opportunities for people who have a disability. In particular mainstream sports and dance clubs who provided support for people who have a disability to participate. • Council's Bushland Services and Community Development initiated a program to make bush walks within Ku-ring-gai more accessible and inclusive to aged residents and people who have a disability. By providing more information on track conditions, facilities and barriers people can make informed decisions about whether the bush walk is accessible to them. • An access reference group was initiated with representatives from Council so that access on any new projects will be considered and addressed early on in the planning and design process. • To improve access and inclusion at major Council run events, a sensory tent was set up to allow people who have sensory disabilities to participate equally in the event along with the rest of the community members who attended. The sensory tent was used at the Twilight Concert and Medieval Faire. • Information on housing options for people who have a disability was presented as part of a community presentation on housing under the National Disability Insurance Scheme. • Support was provided to local residents to connect with local services by providing a community hot desk each month where people could visit to get information they required to have their support needs met. • An appreciation day was held, to acknowledge and celebrate the positive contribution carer's make to people living in our community.





Issue: C2: Cultural Diversity and Creativity

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

Term Achievement

Code	Description	Progress
C2.1.1	Ku-ring-gai's rich cultural diversity and creativity is celebrated through programs and events. <i>Responsible Officer: Director Community</i>	
Comments		
<p>Council continued to provide opportunities for the community to attend a range of diverse programs and events. Events held during the period included The Medieval Faire, Australia Day and Twilight concert.</p> <p>Sponsorships provided the opportunity for the community to create and tailor events. All community and sponsored events were promoted via numerous communication channels by Council staff.</p> <p>A significant program of community and business engagement was undertaken, including the Lindfield Village Hub project.</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
C2.1.1.1	Deliver programs and events that celebrate our diversity. <i>Responsible Officer: Manager Corporate Communications</i>	 50%	Events were held that celebrate diversity and Ku-ring-gai's culture. Significant events included the Twilight concert, Australia Day celebrations and the Medieval Faire.
C2.1.1.2	Promote cultural events to the whole community via Council's communication methods e.g. social media and website. <i>Responsible Officer: Manager Corporate Communications</i>	 50%	All events were promoted via Council's communication channels with an emphasis on promotion via video and animation.
C2.1.1.3	Promote opportunities for cultural groups to stage events consistent with Council's Sponsorship Policy. <i>Responsible Officer: Manager Corporate Communications</i>	 75%	During the reporting period Council approved the allocation of \$63,000 to 11 community groups and organisations as part of its annual sponsorship program.
C2.1.1.4	Undertake community consultation, concept plan development and development application documentation for the renewal of Marian Street Theatre. <i>Responsible Officer: Director Strategy & Environment</i>	 50%	Site Investigation Reporting (SIR) was completed in November 2018. A subsequent Feasibility Report, considering findings of the SIR and three possible development models, was reported to the Major Project Steering Committee in December 2018. Work has now commenced on a Business Case which is to be reported to Council in the first quarter of 2019.




Issue: C3: Community Connectedness


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

Term Achievement

Code	Description	Progress
C3.1.1	Enhance opportunities for social interaction to foster community participation, connectedness and a sense of pride in the community and local areas. <i>Responsible Officer: Director Community</i>	
Comments		
<p>Promotion of volunteering continued through electronic media and printed material which was distributed through libraries, community centres, and local business. Volunteers were referred by the Ku-ring-gai Volunteer Coordinator to local community organisations to support the provision of programs.</p> <p>Environmental volunteering remained highly supported with 691 environmental volunteers working at 180 Bushcare, Streetcare and Parkcare sites, contributing 6,910 hours to bush regeneration activities within Ku-ring-gai. Additional volunteers participated in National Tree Day, bush regeneration activities, supported our native bee hive distribution and fauna monitoring programs and contributed to the Turramurra community garden and the new West Pymble community garden.</p> <p>The Ku-ring-gai Community Grants program has been finalised with over \$97,000 to be distributed to 41 community and arts/cultural organisations.</p> <p>The Ku-ring-gai library online user survey revealed that the library continues to provide a varied and interesting collection for the reading and informational needs of the residents of Ku-ring-gai. The top 4 services were lending, online resources, events and library spaces. The overall message from respondents showed that 91% found the staff extremely helpful. The Home Library service delivered nearly 6000 items to 137 members on a fortnightly basis. Regular visits by library staff ensure that our isolated and vulnerable residents are given every opportunity to satisfy their reading and viewing requirements.</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
C3.1.1.1	Resource and support local initiatives and volunteer organisations through the Ku-ring-gai Community Grants Program. <i>Responsible Officer: Director Community</i>	 85%	Community grant applications were assessed with recommendations reported to Council. Over \$97,000 will be distributed to 41 community and arts/cultural organisations.
C3.1.1.2	Coordinate the Ku-ring-gai Hornsby Volunteer Coordination Service to enhance the capacity of local organisations to deliver services to older and frail aged residents. <i>Responsible Officer: Manager Community Development</i>	 50%	Promotion of volunteering continued, through electronic media and printed material distributed in libraries, community centres, and local business. Volunteers were referred by the Ku-ring-gai Volunteer Coordinator to local community organisations to support the provision of their programs. From July to December, 98 enquiries regarding volunteering opportunities were received through on-line registration, email, phone and in-person. Potential volunteers were offered volunteering roles with the Commonwealth Home Support Program or National Disability Insurance Scheme services or other community organisations, appropriate to their interests, skills, availability and age.
C3.1.1.3	Resource and support volunteers by providing information, training and participation opportunities and recognising their contribution to the community. <i>Responsible Officer: Manager Community Development</i>	 50%	Residents were informed of local volunteering opportunities, encouraged to participate and make a contribution to their local community as well as the benefits to their own well-being. The popular "Seniors Out and About" brochure provides a list of local volunteering opportunities and was distributed widely in both Ku-ring-gai and Hornsby LGA's. A presentation on "An Introduction to Volunteering" was developed and delivered to a number of local culturally and linguistically diverse groups. Training was provided in "Older Persons Mental Health First Aid" to 60 participants over a two-day course. The NSW Volunteer of the Year Award, which

			celebrates the dedication and enthusiasm of local volunteers, was supported by encouraging volunteer-involving organisations to nominate, judging the Awards and attending regional award ceremonies.
C3.1.1.4	<p>Encourage and support participation in lifelong learning and community connection within broad cultural, creative and information programs.</p> <p>Responsible Officer: <i>Manager Library & Cultural Services</i></p>	 <p>50%</p>	<p>The Art Centre continued to expand its services beyond visual art classes and activities with a popular free book exchange and, external garden spaces and tutor and student art shows. During this period the Art Centre ran 80 adult classes with over 650 students in attendance. The children's term classes and school holiday programs were very popular with over 700 students attending. The annual Tutors Show saw 200 visitors come through over the 2 week period of the exhibition.</p> <p>Ku-ring-gai Library offered many opportunities for residents and library users to participate in activities on a regular basis. Highlights included Science Week in August; a talk on the future of orthopaedics by Dr Corey Schole; the Library Tent at the Medieval Faire, which had a constant flow of visitors, up to 300 each day, giving a great display of what the library branches have to offer the LGA; Author Talks with David Holmgren and Richard Glover.</p>


Key Achievements

Establishment of Art Centre Street Library, Art Centre student and tutor themed exhibitions, informative and challenging speakers at libraries, Science Week workshops and Library Children's programs promoting literacy and a love of reading for our youngest community members.

C3.1.1.5	<p>Develop and deliver information collections, including local studies and electronic resources, that reflect cultural diversity and pride in local community.</p> <p>Responsible Officer: <i>Manager Library & Cultural Services</i></p>	 <p>50%</p>	<p>The Ku-ring-gai library online user survey revealed that the library continues to provide a varied and interesting collection for the reading and informational needs of the residents of Ku-ring-gai. The top 4 services were lending, online resources, events and library spaces. The overall message from respondents showed that 91% found the staff extremely helpful.</p> <p>Use of library e-resources significantly increased during the period along with increases in library visitations across the branches and library memberships.</p> <p>A new film database (Kanopy) was subscribed to and public reaction has been very positive. One of Council's e-resource suppliers, RBDigital, now makes available e-books, e-magazines, e-audio and comics, the last category being the most recent addition to the collection and taken up keenly because of its content and ease of access with the app.</p> <p>Library staff answered over 25,000 enquiries and delivered innovative and interesting resources to the community. Highlights included events and displays covering disability advocacy, Nobel Peace Prize winners, Halloween, school holiday activities, children's authors, Dragon Source database, Stroke Awareness, Council's sustainability and waste service, World Movies, Feminist Writers Festival, Remembrance Day, Stan Lee, Tech Savvy Seniors, Sweet Baking and Gingerbread houses, Healthy Brain Matters, Sustainable Christmas Craft, Roald Dahl, Dementia Australia, The life of St Nicholas around the world, Christmas Craft, Science kit information for the Little Bang discover Club, Trans Awareness, Australian Fashion.</p>
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Key Achievements


Steady increase in our e-resources usage.
 New additions to the e-resource collection taken up by Library users.

C3.1.1.6	<p>Deliver environmental volunteering programs.</p> <p>Responsible Officer: <i>Manager Environment & Sustainability</i></p>	 50%	<p>There are currently 691 environmental volunteers working at 180 Bushcare/Streetcare/ Parkcare sites, who in the past 6 months have contributed 6,910 hours to bush regeneration activities within Ku-ring-gai. An additional 200 volunteers participated in National Tree Day, planting 1,500 trees, and 16 corporate volunteers contributed a further 48 hours to bush regeneration activities. A total of 46 volunteers contributed 442 hours in the past 6 months supporting our native bee hive distribution and fauna monitoring programs. There are 43 volunteers contributing to the Turramurra community garden and the new West Pymble community garden.</p>
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Issue: C4: Healthier Lifestyles

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

Term Achievement

Code	Description	Progress
C4.1.1	<p>A range of cultural, recreational and leisure facilities and activities are available to encourage social interaction and stimulate everyday wellbeing.</p> <p>Responsible Officer: <i>Director Community</i></p>	
Comments		
<p>The popularity of programs run at Council's Ku-ring-gai Fitness and Aquatic Centre continue to increase each year across a range of target groups. The range of programs includes learn to swim classes, aqua aerobic classes, personal training sessions, teen gym program, and the summer body fitness challenge</p> <p>The YMCA Take the Pressure Off campaign was again utilised during the Higher School Certificate which enables Year 12 students free access to the Gym and Pool to improve their mental health during this stressful period.</p> <p>A total of 396 people participated in the Active Ku-ring-gai programs between July and December 2018. The types of programs run during this period included, Mums and Bubs class, junior golf program, and 4 walking groups. Future opportunities in 2019 within Active Ku-ring-gai include additional mums and bubs and junior golf programs and working with Youth Services and YMCA on a youth skate event.</p>		

Operational Plan Tasks


Code	Description	Progress	Comments
C4.1.1.1	<p>Healthy and active lifestyle programs and activities are delivered in collaboration with agencies and partners.</p> <p>Responsible Officer: <i>Director Operations</i></p>	 80%	<p>Compared to July - December 2017 Active Ku-ring-gai experienced an increase of 48 participants to a total of 396 for July-December 2018. The addition of the new Mums and Bubs class and building up the Junior Golf program has been successful and contributed to the boost in participation numbers. Both Mums and Bubs and Junior Golf classes are currently sitting at 90-100% capacity.</p> <p>The walking groups remained steady with 183 walkers across 4 walking groups.</p> <p>Future opportunities in 2019 within Active Ku-ring-gai include additional Mums and Bubs and Junior Golf programs, and working with Youth Services and YMCA on a Youth Skate event.</p>
C4.1.1.2	<p>Deliver and support programs and events that improve the wellbeing of the community.</p> <p>Responsible Officer: <i>Director Operations</i></p>	 90%	<p>Highlights at Ku-ring-gai Aquatic and Fitness Centre for this period were:</p> <ul style="list-style-type: none"> • 15,000 to 23,000 attendances per month (averaging 500 to 750 people per day) • An increase in total fitness memberships by 60 members which included small increases in PrYme and Fitness Memberships bringing the total up to 1893 memberships. • YMCA launched a 'Spring into Fitness Campaign' which enables new members to have a \$0 joining fee (\$79 saving).

		<p>In total 101 memberships were sold on this promotion during August and September.</p> <ul style="list-style-type: none"> • Learn to Swim made up the most attendances with 33% of all visitations for November followed by casual swimming 25% and Health Club 19%. • Swim School continues to remain efficient and popular in the community with a 89% occupancy in classes which includes a total of 2014 people enrolled across the YMCA program. This was 95 more than this time last year and represents a 4.7% annual growth. • Aqua Aerobic classes continue to increase and show improvements with an average of 18 participants per class with 57 classes scheduled per month and 1004 participants being engaged. There has also been a large increase (approx 42%) of personal training sessions with a total of 143 sessions conducted when compared to 2017 data which had 83 sessions conducted. • The Teen Gym program has attracted a lot more interest with 26 classes per month attracting 160 participants which is an increased from 12 classes and 99 participants this time last year (38% increase). • The Summer Body Fitness Challenge held in November engaged 90 fitness members and 30 staff members and was a valuable exercise in retaining members, more involvement in the Gym community whilst also providing them with information relating nutrition and free workouts led by YMCA staff. • The YMCA Take the Pressure Off campaign was again utilised during the HSC which enables Year 12 students free access to the Gym and Pool to improve their mental health during this stressful period.
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Issue: C5: Community Safety







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

Term Achievement

Code	Description	Progress
C5.1.1	<p>Programs are implemented to manage risks and impacts on public safety.</p> <p>Responsible Officer: Director Development & Regulation</p>	
Comments		
Generally all compliance and regulatory programs were on track for achievement. Staff shortages in the Regulatory Services area during the months September through to December resulted in reduced parking area regulation and fines. This staffing shortage was partly addressed through temporary staff placements.		

Operational Plan Tasks


Code	Description	Progress	Comments
C5.1.1.1	<p>Facilitate, resource and promote collaborative approaches to community safety that prevent anti-social behaviour and support local crime prevention initiatives.</p> <p>Responsible Officer: Manager Community Development</p>	 50%	<p>Council has been represented at various local Police Local Area Command meetings. Relevant safety issues raised at the forums included homelessness. A meeting will be scheduled with the new Crime Prevention Officer from the Ku-ring-gai LAC to discuss safety concerns in February 2019.</p>

C5.1.1.2	<p>Implement Companion Animals Plan 2018-2020.</p> <p>Responsible Officer: Manager Compliance & Regulation</p>	 50%	<p>Council's Companion Animals Management Plan 2016-2010 continued implementation. Council's overall registration rate is 93.13%, which is one of the highest registration rates in the state. Council currently has 3 Dangerous Dog Orders and 16 Menacing Dog Orders in place throughout the LGA.</p> <p>Council's Companion Animals Officer worked with the Northern Suburbs Dog Training Club on the Ku-ring-gai K9 good dog program and reviewed the Council's website to ensure up to date information was displayed.</p> <p>Council will not be hosting its Annual Dog Day Out this year due to a private company booking the St Ives Show ground to host a private dog event that is similar to the previous run Council event. An alternate program will be initiated.</p>
Key Achievements			
93.1% of Companion Animals within Ku-ring-gai are lifetime registered, which is one of the highest registration rates in the state.			
C5.1.1.3	<p>Ensure all buildings and multi-occupancy residential buildings are compliant with Council's Annual Fire Safety Program.</p> <p>Responsible Officer: Manager Compliance & Regulation</p>	 50%	<p>Council's fire safety program has progressed and is on track for the period. Reminder and follow up letters continued to be sent to all stakeholders within Councils register during the period. An additional 35 properties have been added to the register and 100 penalty infringement notices for either non submission of an Annual Fire Safety Statement or an incorrect statement have been issued with a value up to \$159,000.</p>
C5.1.1.4	<p>Undertake mandatory inspections of swimming pools as prescribed under legislation.</p> <p>Responsible Officer: Manager Compliance & Regulation</p>	 50%	<p>Council continued to undertake swimming pool barrier inspections, issue Certificates of Compliance and non-Compliance and deal with complaints pursuant to the NSW Swimming Pools Act 1992. During the period Council issued 154 Directions (Orders) to upgrade non complying swimming pool barriers. Council also issued 42 penalty infringement notices valued at \$17,600 for non-compliances. There are currently 15,498 swimming pools registered within the Ku-ring-gai LGA on the NSW Swimming Pool Register.</p>
C5.1.1.5	<p>Implement Food Safety Protection Program in accordance with NSW Food Authority Agreement.</p> <p>Responsible Officer: Manager Compliance & Regulation</p>	 46%	<p>During the period, officers attended to complaints and conducted inspections in accordance with the NSW Food Authority Agreement. A total of 76 food shop inspections were completed with 22 re-inspections. 12 food complaints were also investigated during the period.</p>
C5.1.1.6	<p>Maintain Council's register and responsibilities for managing regulated premises.</p> <p>Responsible Officer: Manager Compliance & Regulation</p>	 50%	<p>Council's register is up to date and is being maintained on an ongoing basis with reports being submitted to NSW Health as required. Council has undertaken inspections of skin penetration businesses during the period.</p>
C5.1.1.7	<p>Crime Prevention Through Environmental Design (CPTED) principles are incorporated into the design and construction of Councils Capital Works Program.</p> <p>Responsible Officer: Director Operations</p>	 50%	<p>CPTED principles are routinely incorporated into the design and construction of all Capital Works Program projects wherever possible. This has included the newly completed upgrade of Annie Forsyth Wyatt Garden; tender documentation for a new park at Duff/Allan St Turramurra and the St Ives Showground Regional Inclusive Playground; design documentation for the new recreation precinct at St Ives Village Green; design proposals for upgrades to Putarri Reserve St Ives and Lindfield Soldiers Memorial Park cricket nets and playground; and the designs commenced for various building upgrades and new facilities within St Ives Village Green, Killara Park, Gordon Recreation Ground and Roseville Park.</p>



Issue: C6: Housing Choice and Affordability

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

Term Achievement

Code	Description	Progress
C6.1.1	Council's planning approach to the provision of housing across Ku-ring-gai is responsive and addresses the supply, choice and affordability needs of the community and the changing population. <i>Responsible Officer: Director Strategy & Environment</i>	
Comments		
Council officers attended various forums to develop a greater understanding of affordable housing policy and to build links between affordable housing advocates. Work commenced on research and preparation of a Draft Housing Strategy brief that will address the supply, choice and affordability needs of the community and the changing population consistent with the requirements for the implementation of the North District Plan.		
Key Achievements		
The Council's LEP 2018 review has identified the policy and plans to address the supply, choice and affordability needs of the community and the changing population.		


Operational Plan Tasks

Code	Description	Progress	Comments
C6.1.1.1	Investigate strategies and models that will provide a range of housing choices in the Ku-ring-gai local government area consistent with the North District Plan. <i>Responsible Officer: Manager Urban Planning</i>	 50%	Actions during the period included: <ul style="list-style-type: none"> meetings with the Department of Planning on medium density housing types officer attendance at a series of Technical Working Groups and sessions with the Greater Sydney Commission and Department of Planning and Environment as part of the North District Plan preparation and implementation Attendance at various forums to develop a greater understanding of SEPP70, learn about the affordable housing policy landscape, and progress of change and to build links between affordable housing advocates Research and inspection of a series of town house sites by officers from the Strategy and Development Assessment departments Completion of the LEP Review in October 2018 as part of the initial preparation of the program for the Ku-ring-gai Housing Strategy.
C6.1.1.2	Investigate opportunities to provide a range of housing choices. <i>Responsible Officer: Manager Urban Planning</i>	 50%	Council officers commenced research and preparation of a Draft Housing Strategy brief that will address the supply, choice and affordability needs of the community and the changing population.




Issue: C7: Emergency Management

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

Term Achievement

Code	Description	Progress
C7.1.1	Emergency Management Plans are developed and implemented, in partnership with emergency service agencies and key stakeholders. <i>Responsible Officer: Director Operations</i>	
Comments		
The Local Emergency Management Committee met regularly and implementation of the EMPLAN continued. The Hornsby Ku-ring-gai Bushfire Risk Management Committee has met once in the report period and continues to implement the Bushfire Risk Management Plan.		

Operational Plan Tasks


Code	Description	Progress	Comments
C7.1.1.1	Implement and report on the EMPLAN in consultation with the Hornsby Ku-ring-gai Local Emergency Management Committee. <i>Responsible Officer: Director Operations</i>	 50%	The Local Emergency Management Committee continued to meet regularly and implementation of the EMPLAN is continuing. The Hornsby Ku-ring-gai Bushfire Risk Management Committee has met once in the reporting period and continued to implement the Bushfire Risk Management Plan. A new Hornsby - Ku-ring-gai Police area Commander, Chris Keane, was appointed.
C7.1.1.2	Implement the Hornsby Ku-ring-gai Bush Fire Risk Management Plan, in consultation with the Hornsby Ku-ring-gai Bush Fire Management Committee. <i>Responsible Officer: Manager Infrastructure Services</i>	 50%	Council continued to participate in the Hornsby Ku-ring-gai Bushfire Management Committee (quarterly meetings) and the Fuel Management Sub Committee (monthly meetings). Asset Protection Zone inspections were completed and works scheduled. Fire trails were audited and cleared in time for the fire season. Hazard reduction burns were prepared, and burn plans finalised for implementation when conditions are suitable.
C7.1.1.3	Complete flood risk management studies in consultation with the Flood Risk Management Committee and investigate priority management actions. <i>Responsible Officer: Manager Environment & Sustainability</i>	 50%	The Blackbutt Creek Flood Risk Management Study and Plan was finalised in August 2018. The Lovers Jump Creek Flood Study Review was adopted by Council in November 2018. The Lovers Jump Creek Flood Risk Management Study and Plan is progressing well and Council recently received notification that our funding application to the NSW Office of Environment and Heritage to undertake the Middle Harbour - Southern Catchments Flood Study was successful.

Theme 2: Natural Environment


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

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


Term Achievement

Code	Description	Progress
N1.1.1	Increased community understanding of the value of the natural environment and local environmental issues and impacts. <i>Responsible Officer: Director Strategy & Environment</i>	
Comments		
Annual increases in subscriptions to the suite of Council's Loving Living Ku-ring-gai (LLK) programs social media and electronic communications and community participation in the LLK program is facilitating improved community understanding of environmental issues relevant to Ku-ring-gai. Results of a recent survey of residents who participated in the LLK program showed that 77% of respondents experienced a moderate or significant change in their knowledge of environmental or sustainability issues as a result of attending an event; and 77% of respondents also experienced a moderate or significant change in the awareness of the impacts of their actions as a result of attending an event.		





Operational Plan Tasks



Code	Description	Progress	Comments
N1.1.1.1	Utilise a variety of communication mechanisms and channels for different target groups to deliver environmental information. <i>Responsible Officer: Manager Environment & Sustainability</i>	 50%	Council's Loving Living Ku-ring-gai Facebook page now has 3,290 followers and in the last six months posts on this page registered 459,196 impressions in the feeds of its followers and were clicked on 18,332 times. The Loving Living Ku-ring-gai Twitter account has 613 followers. The Envirotube channel on YouTube now has 1,780 subscribers and the videos on the channel have registered 411,732 views. Our WildThings website recorded 6,259 unique views and Bushcare website 3,790 unique views over the past six months. Our Environment and Sustainability pages on Council's website recorded 17,443 visits. The monthly sustainability e-news now has 2,924 subscribers, who clicked on articles 1,655 times this period.

Term Achievement

Code	Description	Progress
N1.1.2	Increased community action that benefits the natural environment. <i>Responsible Officer: Director Strategy & Environment</i>	
Comments		
Council's 'Loving Living Ku-ring-gai' (LLK) program continued to lead to increasing numbers of residents taking action to improve the local environment, whether it be through a native bee hive or Pool to Pond conversion; the installation of energy efficient pool pumps or other energy management solutions for the home, rainwater tanks and raingardens; sustainable building design; environmental volunteering; the use of compost bins and worm farms; or the delivery of an environmental project through the Environmental Levy small grants scheme. Results of a recent survey of residents who participated in the LLK event program showed that over the last period respondents completed 507 different actions to benefit the local environment as a result of attending one or more events.		

Operational Plan Tasks


Code	Description	Progress	Comments
N1.1.2.1	<p>Deliver environmental resources and programs for residents.</p> <p>Responsible Officer: <i>Manager Environment & Sustainability</i></p>	 50%	<p>Council's Loving Living Ku-ring-gai program delivered a range of community engagement events, including: two plastic-free for beginners series workshops; basket-weaving, native plant identification for beginners, small space productive gardening, chutney-making and plant propagation workshops; talks on the wonderful world of spiders and creating a bee and insect hotel; and an evening with David Holmgren. A total of 309 attended these events. Through the Greenstyle program, 17 garden advice visits took place, while 14 home sustainability advice visits were carried out at the homes of Ku-ring-gai residents. Four events were held to promote weed awareness and the importance of native plants, including to the CALD community, attracting a total of 207 people. A flying-fox educational event, in partnership with the Ku-ring-gai Bat Conservation Society (KBCS) attracted 65 local residents. The Wild Things program distributed 105 native bee hives to residents within Ku-ring-gai and sold 115 hives to residents and organisations outside Ku-ring-gai. A total of 14 community grants were distributed, totalling \$47,637 for local environmental projects.</p>
N1.1.2.2	<p>Deliver environmental resources and programs for businesses.</p> <p>Responsible Officer: <i>Manager Environment & Sustainability</i></p>	 50%	<p>The Better Business Partnership (BBP) program continued to provide a valuable sustainability advice service to small and medium businesses in Ku-ring-gai over the period. The BBP program is currently undergoing a review to streamline its systems and engagement process, including the development of an online appraisal system.</p>
N1.1.2.3	<p>Deliver environmental resources and programs for schools, children and young people.</p> <p>Responsible Officer: <i>Director Community</i></p>	 50%	<p>Educational programs continued to be well patronised during the reporting period including 36 Bush Kids School Holiday programs - 697 participants; 67 Bush Birthday parties - 1679 participants; 9 Evening Bush Birthday Parties - 220 participants; 16 School Excursions - 841 participants; 4 Vacation Care - 131 participants; 3 Early childhood - 57 participants; 1 Senior Activity; 40 Toddlers and Tadpoles sessions - 816 participants; 20 Junior Rangers Club sessions - 565 participants; 9 Nippers in Nature programs - 89 participants; 3 Ranger-led activities - 80 participants and 10 Bush School for Homeschoolers sessions - 156 participants.</p>
Key Achievements			
Successful introduction of Nippers in Nature and bush School for Homeschoolers programs.			
N1.1.2.4	<p>Determine a location for a Cultural and Environmental Education Centre and identify a funding strategy for its construction.</p> <p>Responsible Officer: <i>Director Strategy & Environment</i></p>	 25%	<p>Investigations have been completed into a preferred location within the St Ives Showground for a Cultural and Environmental Education Centre. The results of these investigations were reported to Councillors at a briefing in May 2018.</p> <p>Reason</p> <p>The location for the Cultural and Environmental Education Centre is yet to be finalised as strategic planning for the St Ives precinct is still underway.</p> <p>Remedial Action</p> <p>The location for the Cultural and Environmental Education Centre will be determined and a funding strategy for its construction identified once strategic planning for the St Ives precinct has been completed.</p>

N1.1.2.5	<p>Conduct a comprehensive consultation program for Council's Special Rate Variation application for the permanent continuation of the Environmental Levy.</p> <p>Responsible Officer: <i>Director Strategy & Environment</i></p>	 100%	<p>A comprehensive consultation program on the continuation of the Environmental Levy was conducted between July and November 2018, involving a pre-consultation information and digital communication campaign, and direct engagement, through a recruited, representative survey, community consultation workshop and opt-in online and printed survey. The results of the community consultation program were reported to Council on 27 November 2018 and, based on these results, Council has resolved to submit a Special Rate Variation application to IPART under section 508(2) of the Local Government Act 1993 for the permanent continuation of the Environmental Levy at a rate of 5% above the ordinary rate, commencing on 1 July 2019, by the due date of 11 February 2019.</p>
Key Achievements			
The results of the community consultation program on the continuation of the Environmental Levy demonstrated strong community support for the permanent continuation of the Levy at the current rate (5%).			
N1.1.2.6	<p>Prepare a Special Rate Variation application under Section 508(2) of the Local Government Act, 1993 for the permanent continuation of the Environmental Levy.</p> <p>Responsible Officer: <i>Director Strategy & Environment</i></p>	 50%	<p>Much has been done in preparation for Council's Special Rate Variation (SRV) application to IPART for the permanent continuation of the Environmental Levy, including the delivery of, and reporting on, the community consultation program and the financial analysis in the Long Term Financial Plan. The SRV application will be submitted by 11 February 2019 and the outcome of Council's application will be announced on 14 May 2019.</p>


Issue: N2: Natural Areas






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

Term Achievement


Code	Description	Progress
N2.1.1	<p>The condition of bushland and the conservation of native flora and fauna have improved.</p> <p>Responsible Officer: <i>Director Strategy & Environment</i></p>	
Comments		
<p>The implementation of priority management actions from Council's Biodiversity Policy, Water Sensitive City Policy, Dumping and Encroachment in Bushland Policy, Fauna Management Policy and Bushland Reserves Plan of Management are facilitating improvements to the condition of bushland and the conservation of native flora and fauna. A review of existing service levels for the bushland management program has been completed which will lead to improved maintenance schedules. Site management plans continue to be developed to guide bushland management activities, as well as a monitoring program for measuring the biodiversity outcomes of management activities.</p>		

Operational Plan Tasks



Code	Description	Progress	Comments
N2.1.1.1	<p>Implement priority actions in the Ku-ring-gai Bushland Reserves Plan of Management.</p> <p>Responsible Officer: <i>Manager Environment & Sustainability</i></p>	 50%	<p>Priority actions from the Ku-ring-gai Bushland Reserves Plan of Management continued to be implemented, including bush restoration activities in Council's priority reserves; pest species management; and fauna monitoring. Council continued to develop site specific management plans for its bushland reserves.</p>

<p>N2.1.1.2</p>	<p>Implement priority actions in the Biodiversity Policy and implement a biodiversity monitoring program.</p> <p>Responsible Officer: <i>Manager Environment & Sustainability</i></p>	 <p>50%</p>	<p>Council staff continued to utilise the Fulcrum mobile data collection platform as a way to report habitat features across the Local Government Area (LGA). Council partnered with the Australian Museum to promote Frog ID week in November 2018. The monitoring of Grey-headed Flying-fox numbers and camp extent continues, as does Eastern Pygmy Possum monitoring. The 'Pool to Pond' ponds were also monitored for microbat species.</p>
<p>N2.1.1.3</p>	<p>Implement priority actions in the Fauna Management Policy and implement the fauna monitoring program.</p> <p>Responsible Officer: <i>Manager Environment & Sustainability</i></p>	 <p>50%</p>	<p>Council continued to deliver its fauna monitoring and management program. The use of FeralScan, where the community can help map feral animal sightings in the Ku-ring-gai area, and greater community involvement in dealing with pest species, has reduced complaints to Council. Updates to the website regarding bush turkeys and swooping birds has also reduce conflict between humans and wildlife. A \$50,000 rebate program, funded through the Office of Environment and Heritage (OEH), has recently been completed, for residents living adjacent to the Ku-ring-gai Flying Fox Reserve (KFFR) to install double glazing. The rebate program for these houses to be retrofitted aims to reduce the noise impacts of the flying-foxes.</p>
<p>N2.1.1.4</p>	<p>Review service level agreements for bushland maintenance activities and develop maintenance delivery schedules.</p> <p>Responsible Officer: <i>Manager Infrastructure Services</i></p>	 <p>50%</p>	<p>A review of existing service levels and maintenance schedules has been completed and on track to develop improved maintenance schedules in line with asset management strategies for bushland maintenance.</p>
<p>N2.1.1.5</p>	<p>Implement site management plans for priority bushland reserves and implement a monitoring program.</p> <p>Responsible Officer: <i>Manager Infrastructure Services</i></p>	 <p>50%</p>	<p>Monitoring program templates were prepared and awaiting internal approval and implementation. Sheldon Forest was completed as part of the Linking Landscapes agreement. Draft management plans for St Ives Showground, Duffys Forest and HART facility are yet to be completed. Templates for remaining sites were being drafted.</p>
<p>Key Achievements</p>			
<p>Monitoring program for Ku-ring-gai Flying Fox Reserve adopted and in place. Draft report awaiting consultation with Advisory group.</p>			
<p>N2.1.1.6</p>	<p>Implement the Ku-ring-gai Biodiversity Offsetting Code of Practice for Council owned or care, control and managed land.</p> <p>Responsible Officer: <i>Manager Environment & Sustainability</i></p>	 <p>30%</p>	<p>A draft Offset Code of Practice, which provides a standardised and transparent framework for offsetting biodiversity impacts from Council works in accordance with the new Biodiversity Conservation Act 2016, including on-going monitoring and management, has been developed, however competing work priorities have delayed its progress.</p> <p>Reason</p> <p>This task has been delayed due to increased work loads associated with Council's native title obligations under the recently commenced NSW Crown Land Management Act 2016.</p> <p>Remedial Action</p> <p>This task will be progressed in the third quarter of 2018/19.</p>

Term Achievement

Code	Description	Progress
N2.1.2	Ecological protection and understanding is integrated into land use planning. <i>Responsible Officer: Director Strategy & Environment</i>	
Comments		
Ecological provisions are incorporated into Ku-ring-gai's Local Environmental Plan (LEP) and Development Control Plans (DCPs) as well as Council's environmental assessment processes for Council projects. All developments are assessed in accordance with the ecological provisions within the LEP and DCPs.		


Operational Plan Tasks

Code	Description	Progress	Comments
N2.1.2.1	Continually review and implement guidelines, processes and templates for environmental assessments. <i>Responsible Officer: Manager Environment & Sustainability</i>	 50%	Council's environmental approval processes and templates continued to be refined, including a review of and refinements to our minor works (exempt works) assessment process.
N2.1.2.2	Apply development assessment conditions to ensure new development reflects government legislation and Council's local environment plans and development control plans with regards to riparian and biodiversity provisions. <i>Responsible Officer: Manager Development Assessment Services</i>	 50%	Ecological considerations for development sites continued to be assessed and policy requirements applied on an ongoing basis.


Issue: N3: Natural Waterways



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

Term Achievement


Code	Description	Progress
N3.1.1	The condition of natural waterways and riparian areas have improved. <i>Responsible Officer: Director Strategy & Environment</i>	
Comments		
The implementation of priority management actions from Council's Water Sensitive City Policy are facilitating improvements to the condition of natural waterways and riparian areas. Council's stream health monitoring program continued to demonstrate that 100% of the creeks tested have maintained or improved their stream health score.		

Operational Plan Tasks


Code	Description	Progress	Comments
N3.1.1.1	Participate in research programs and partnerships to advance water management. <i>Responsible Officer: Manager Environment & Sustainability</i>	 50%	Council continued to participate in research partnerships and programs to advance its water and catchment management program, including participation in the Cooperative Research Centre (CRC) for Water Sensitive Cities and a research collaboration with the University of Technology Sydney (UTS) to measure the quality of Council's harvested stormwater.

<p>N3.1.1.2</p>	<p>Implement priority actions in the Water Sensitive City Policy and Water Sensitive City Strategy.</p> <p>Responsible Officer: <i>Manager Environment & Sustainability</i></p>	<p> 50%</p>	<p>Priority actions continued to be implemented from the Water Sensitive City Policy, including stormwater harvesting and reuse and water savings programs, community engagement programs, flood risk management, water sensitive urban design, planning controls, water quality testing of our waterways and stormwater harvesting systems and participation in water management research. In October 2018 a Water Sensitive Cities benchmarking workshop was conducted, involving staff from all sections of Council and key state government agency representatives, to inform the development of our Water Sensitive City Strategy. This interactive workshop allowed participants to rank Council's performance against a range of criteria to determine how water sensitive Ku-ring-gai is and highlight areas that need to be addressed in order to improve our overall ranking. Feedback from the benchmarking indicates that Ku-ring-gai is one of the most 'water sensitive' local government areas in Australia.</p>
<p>N3.1.1.3</p>	<p>Maintain water sensitive urban design (WSUD) devices in accordance with asset management plan service levels.</p> <p>Responsible Officer: <i>Director Operations</i></p>	<p> 50%</p>	<p>Maintenance of WSUD assets including pit inserts, gross pollutant traps and sediment basins has continued during this reporting period.</p>

Term Achievement

Code	Description	Progress
<p>N3.1.2</p>	<p>Utilisation of water harvesting and reuse has increased at Council owned facilities.</p> <p>Responsible Officer: <i>Director Operations</i></p>	<p></p>
<p>Comments</p> <p>A maintenance program to ensure pumps and tanks are functioning appropriately has ensured harvested water has been utilised to capacity. Drier than normal conditions have impacted the ability to store harvested water at some locations.</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
<p>N3.1.2.1</p>	<p>Manage water harvesting and reuse sites according to Water Reuse Management Plans, maintenance programs and the Asset Management Strategy.</p> <p>Responsible Officer: <i>Manager Infrastructure Services</i></p>	<p> 50%</p>	<p>During this period both of Council's golf courses were reliant on recycled water. Both sewer mining plants were running at capacity with no issues regarding the use or maintenance. Very little potable water was used at either golf course. The use of potable water has decreased significantly as the grass gets accustomed to the nutrient levels in the recycled water.</p> <p>Council's storm water harvesting systems on sportsfields were all utilised during this period especially in the latter part as the seasonal changeover was taking place and the turf was coming out of its dormancy.</p>


Issue: N4: Climate Change

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


Term Achievement

Code	Description	Progress
N4.1.1	The community is effectively informed and engaged on climate change impacts and responses. <i>Responsible Officer: Director Strategy & Environment</i>	
Comments		
Through face-to-face workshops and the digital platform, the Climate Wise Communities program is effectively engaging Ku-ring-gai residents and businesses on climate change impacts and responses. Since the digital platform launched in July 2018, the site has received 5,832 page views. The site is a key part of building local community resilience and preparedness to extreme weather events.		


Operational Plan Tasks


Code	Description	Progress	Comments
N4.1.1.1	Deliver the Climate Wise Communities program to build community resilience to the impacts of climate change and extreme weather events. <i>Responsible Officer: Manager Environment & Sustainability</i>	 50%	Following the launch of the Climate Wise Communities (CWC) digital platform, which complements the CWC program's face to face workshops and provides a Ready Check online tool to enable residents to assess their vulnerability and take action to strengthen their personal, property and neighbourhood resilience to extreme weather events, a series of 7 workshops were held, attracting 162 people, to present the digital platform. In addition, a Rural Fire Service (RFS) Get Ready event attracted 85 participants. Two CWC workshops delivered over the same period had 41 people in attendance. Three Bush Neighbours Day events were run attracting 30 residents.

Term Achievement

Code	Description	Progress
N4.1.2	Council's vulnerability to climate change is reduced. <i>Responsible Officer: Director Strategy & Environment</i>	
Comments		
The implementation of Council's Climate Change Adaptation Strategy is the key mechanism enabling Council to reduce its vulnerability to climate change. A number of climate change adaptations, or risk controls, have been identified across all sections of Council, to respond to the extreme weather events of drought, bushfire, storms/ floods and heat waves.		

Operational Plan Tasks

Code	Description	Progress	Comments
N4.1.2.1	Implement priority actions in the Climate Change Adaptation Strategy. <i>Responsible Officer: Manager Environment & Sustainability</i>	 50%	Environment and Sustainability staff continued to collaborate with managers who have a responsibility in delivering priority actions in the Climate Change Adaptation Strategy to progress these priority actions.

N4.1.2.2	<p>Implement priority actions in the Climate Change Policy.</p> <p>Responsible Officer: <i>Manager Environment & Sustainability</i></p>	 50%	<p>Projects completed in this reporting period include; control upgrades for the building management system (BMS), HVAC systems and filtration systems at the Ku-ring-gai Fitness and Aquatic Centre (KFAC); solar PV installations at St Ives Library, Turramurra Library, East Roseville Community Centre, and KFAC (stage 2); the procurement of renewable energy (to be sourced from the Moree Solar Farm) for 30% of Council's electricity needs from 2019/20 onwards; and the commissioning of the Gordon Library HVAC system and BMS. Other activities undertaken include drafting requirements for a battery storage system at the Suakin Street, Pymble Council depot; scoping works for a solar PV system at Gordon golf course; and reactive works and troubleshooting for HVAC issues at Council Chambers.</p>
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Key Achievements

There are now solar panels installed at 10 Council facilities with a total capacity of 443kW. Our solar projects, coupled with our energy efficiency program, have contributed to a 13% reduction in annual energy use across all of Council's buildings and facilities and a reduction in annual electricity costs of \$150,000, compared to their peak in 2015/16.

Issue: N5: Sustainable Resource Management

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

Term Achievement




Code	Description	Progress
N5.1.1	<p>The community is effectively engaged in improved waste reduction, reuse and recycling.</p> <p>Responsible Officer: <i>Director Operations</i></p>	




Comments

Litter reduction programs have been successful with sustained litter reduction in local centres. The current litter reduction project for the Lindfield sports oval is still in progress. Waste recycling, green waste services and education activities continued to be supported by the community. Development of a Waste Strategy is in progress with final stages of consultation and strategy development planned for the remainder of 2019.


Recovery from the waste processing facility at Veolia's Woodlawn facility has been impacted by a change of law issued from the Environmental Protection Agency (EPA). Veolia is continuing to work with the EPA to resolve this issue.

Operational Plan Tasks


Code	Description	Progress	Comments
N5.1.1.1	<p>Deliver effective and efficient waste management services.</p> <p>Responsible Officer: <i>Director Operations</i></p>	 50%	<p>Delivery of waste, recycling and green waste services continued under service contracts with Polytrade, Kimbriki and Veolia Environmental Services.</p>
N5.1.1.2	<p>Develop a Waste Strategy.</p> <p>Responsible Officer: <i>Manager Waste & Cleaning Services</i></p>	 50%	<p>Development of Council's draft Waste Strategy is in progress including the engagement of a consultant and consultation.</p>
N5.1.1.3	<p>Deliver community waste education programs.</p> <p>Responsible Officer: <i>Manager Waste & Cleaning Services</i></p>	 50%	<p>Council continued to provide waste and recycling education materials for the community in hard copy as well as information on Council's website. New home unit buildings continued to be provided with large wall posters, waste education materials and direct education for building managers to assist with waste recovery for these residents.</p>

N5.1.1.4	Deliver grant funded Waste Less Recycle More projects. Responsible Officer: <i>Manager Waste & Cleaning Services</i>	 50%	During the period the following was undertaken: <ul style="list-style-type: none"> • Waste Less Recycle More projects progressed • Waste audits were completed • A consultant was appointed to assist with the completion of the Waste Strategy • A community survey is in progress for the waste strategy as well as community consultation.
N5.1.1.5	Participate in the NSROC Regional Waste Disposal Contract. Responsible Officer: <i>Director Operations</i>	 50%	Participation in the Regional Waste Disposal Contract continued consistent with Council's contractual obligations. A variation to the Contract occurred for the current period as a result of a change of law applicable to the application of processed waste on designated lands by the Environmental Protection Agency.
N5.1.1.6	Implement Regional Waste Plan Actions. Responsible Officer: <i>Director Operations</i>	 50%	During the reporting period the following actions were undertaken: <ul style="list-style-type: none"> • A Regional Waste Plan has been reviewed and agreed to by the General Managers Advisory Committee (GMAC) • A Regional Litter Free Sport oval at Lindfield is progressing • Further Regional Waste projects are under consideration for the remainder of 2019.

Term Achievement

Code	Description	Progress
N5.1.2	The community is effectively engaged in energy and water conservation and efficiency programs. Responsible Officer: <i>Director Strategy & Environment</i>	
Comments		
Over the period, Council's Energy Smart program has provided the community with an opportunity to reduce their energy use and carbon footprint through a rebate scheme, for energy efficient pool pumps and other home energy solutions, and a workshop series. Council's Water Smart program has provided the community with an opportunity to reduce their water use through a rebate scheme, for rainwater tanks and rain gardens, and a workshop series.		

Operational Plan Tasks


Code	Description	Progress	Comments
N5.1.2.1	Implement programs to assist the community to reduce energy and water use. Responsible Officer: <i>Manager Environment & Sustainability</i>	 50%	Council's Energy Smart program introduced new community rebates in this period which continued to prompt action by our residents. A total of 91 rebates were awarded, totalling \$30,000, for the installation of 62 energy efficient pool pumps, 5 window efficiency retrofits, 8 home insulation, 16 solar PV and battery systems. Matched community investment for this period was \$264,580. Through 8 one-on-one sessions at our local library, the Greenstyle advisory service provided residents with information on how to lower their energy bills, draught-proof their homes and prevent damp and mould. Our solar energy and battery talk attracted 52 residents. As part of the Water Smart program, 2 rebates were awarded, totalling \$1,333, for the installation of one rainwater tank (with a total capacity of 2000L) and one rain garden. Matched community investment was \$2,195 for the period. One Water Smart workshops was held, focusing on water tank installation, with 10 people attending.

Theme 3: Places, Spaces and Infrastructure



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



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

Term Achievement


Code	Description	Progress
P1.1.1	Strategies, plans and processes are in place to protect and enhance Ku-ring-gai's unique visual and landscape character. <i>Responsible Officer: Director Strategy & Environment</i>	
Comments		
<p>Visual and landscape character has been identified as a gap in Council's strategic land use policies. The gap was identified as part of the Local Environmental Plan (LEP) health check report which was submitted to the Department of Planning and Environment in late 2018.</p> <p>Council is currently recruiting a senior landscape architect who will be responsible for strategic policy relating to visual and landscape character.</p>		

Operational Plan Tasks



Code	Description	Progress	Comments
P1.1.1.1	Continue to review the effectiveness of existing strategies, plans and processes across all programs. <i>Responsible Officer: Manager Urban Planning</i>	 50%	<p>Urban planning and development assessment officers monitor the implementation of the Development Control Plans (DCP) and identify any issues that arise. Major development assessments (DA) are referred to urban planning to ensure consistent interpretation and implementation of the DCP.</p> <p>Council's urban design consultant provided a briefing to staff on the Government Architect's 'Better Placed' policy document and discussed how it may be implemented in Ku-ring-gai.</p> <p>The recent LEP review identified the need to prepare a Character Study and Strategy. This study will investigate the important visual urban and landscape character elements of Ku-ring-gai that need to be protected and/or enhanced. This study will deliver Character Statements for incorporation into Council's DCP.</p>
P1.1.1.2	Increase community understanding and awareness of the value of Ku-ring-gai's unique visual and landscape character through communication mechanisms and information. <i>Responsible Officer: Manager Urban Planning</i>	 40%	<p>Visual and landscape character has been identified as a gap in Council's strategic policies.</p> <p>The gap was identified as part of a LEP health check report which was submitted to the Department of Planning and Environment in late 2018. The review reported on how closely aligned Council's existing LEP is to the actions in the North District Plan.</p> <p>Reason</p> <p>In late 2018 Council advertised for a senior landscape architect who will be responsible for strategic policy relating to visual and landscape character. A suitable candidate was not found.</p> <p>Remedial Action</p> <p>Recruitment for the position will recommence in the first quarter of 2019.</p>

P1.1.1.3	Development is assessed against local government and state planning objectives and controls to protect and enhance the unique visual and landscape character of Ku-ring-gai. Responsible Officer: <i>Manager Development Assessment Services</i>	 50%	Development proposals continued to be assessed and amendments required to ensure consistency with Council's policies and planning controls and to achieve high quality environmental and landscape outcomes.
P1.1.1.4	Administer and implement Council's tree preservation policies and procedures. Responsible Officer: <i>Manager Infrastructure Services</i>	 71%	A total of 215 private tree applications were received for this reporting period with 270 completed. 106 applications were outstanding at the end of the reporting period. No income was received for penalty infringements during this period.
P1.1.1.5	Develop a Canopy Replenishment Program for Ku-ring-gai including funding opportunities. Responsible Officer: <i>Manager Infrastructure Services</i>	 50%	A Canopy Replenishment Program is on target for the year. Remaining plants have been ordered by a contractor and will be planted during the next reporting period. Project timelines on are track.
P1.1.1.6	Develop an Urban Forest Strategy. Responsible Officer: <i>Manager Infrastructure Services</i>	 50%	During the reporting period, a draft Urban Forest Policy was completed and referred for internal comment and feedback prior to being reported to Council.
P1.1.1.7	Deliver programs to reduce litter and improve the appearance of Ku-ring-gai. Responsible Officer: <i>Manager Waste & Cleaning Services</i>	 50%	The majority of the Litter Free program has been completed with the Lindfield Sports Oval project currently in progress.

Term Achievement

Code	Description	Progress
P1.1.2	Place making programs are being implemented for selected neighbourhood centres. Responsible Officer: <i>Director Operations</i>	
Comments		
<p>A preliminary draft concept plan has been prepared for Babbage Road Shops which requires further internal review and development prior to community consultation.</p> <p>Reason</p> <p>There have been ongoing challenges in resourcing due to the restructure transition from the Strategy to Operations department . This has required the allocation of available resources to service higher priority projects.</p> <p>Remedial Action</p> <p>Operations Department will be actively recruiting staff to address shortfalls in resourcing.</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
P1.1.2.1	Develop concept plans for neighbourhood centres to achieve place-making objectives informed by community engagement. Responsible Officer: <i>Director Operations</i>	 20%	No change Reason There have been ongoing challenges in resourcing due to the restructure transition from Strategy to Operations. This has required the allocation of available resources to service higher priority projects. Remedial Action Operations Department will be actively recruiting staff to address shortfalls in resourcing.
Challenges			
There have been ongoing challenges in resourcing due to the restructure transition from Strategy to Operations.			
P1.1.2.2	Undertake a coordinated program of neighbourhood centres revitalisation and report quarterly on progress. Responsible Officer: <i>Director Operations</i>	 20%	Progress on the Neighbourhood Centres Revitalisation Program has been limited during the reporting period. Reason There have been ongoing challenges in resourcing due to the restructure transition from Strategy to Operations. This has required the allocation of available resources to service higher priority projects. Remedial Action The Operations Department will be actively recruiting staff to address the shortfall in available resources.


Issue: P2: Managing Urban Change


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

Term Achievement

Code	Description	Progress
P2.1.1	Land use strategies, plans and processes are in place to effectively manage the impact of new development. Responsible Officer: <i>Director Strategy & Environment</i>	
Comments		
Urban planning officers attended the various Greater Sydney Commission's (GSC) technical working groups (TWGs) on the implementation of the North District Plan. The Local Environmental Plan (LEP) review was completed and submitted to the GSC by the 31 October deadline. Phase 1 Assurance of the LEP Review was received on 21 December. Built form studies for Turramurra, St Ives and Lindfield were commenced as background studies for the Local Strategic Planning Statement (LSPS).		
Key Achievements		
Land use strategies, plans and processes are in place and new plans are being prepared to effectively manage the impact of new development. Phase 1 Assurance of the LEP review was submitted to the Greater Sydney Commission, which confirmed that Council has complied with the requirements of the North District Plan and congratulated Council on an excellent submission.		

Operational Plan Tasks


Code	Description	Progress	Comments
P2.1.1.1	Commence development of plans and strategies as required by the Greater Sydney Commission's North District Plan. Responsible Officer: <i>Manager Urban Planning</i>	 50%	Urban Planning officers attended the various Greater Sydney Commission's (GSC) technical working groups (TWGs) on the implementation of the North District Plan. The Local Environmental Plan (LEP) review was submitted to the GSC by 31 October with feedback received on 21 December 2018.

<p>P2.1.1.2</p>	<p>Continue to review the effectiveness of existing strategies, local environmental plans, development control plans and processes across all programs.</p> <p>Responsible Officer: Manager Urban Planning</p>	<p> 50%</p>	<p>Council's Urban Planning officers continued to liaise with development assessment staff to monitor the implementation of the DCPs and identify any issues that arise. Major DAs are referred to urban planning to ensure consistent interpretation and implementation of the DCP.</p> <p>Built form studies for Turramurra and Lindfield were commenced.</p> <p>The Planning Proposal for consolidating the Ku-ring-gai Local Environmental Plan (KLEP) Local Centres 2012 and KLEP 2015 was submitted to the DPE for a Gateway Determination.</p> <p>The final planning proposal for the Killara Golf Club deferred area was adopted by Council following exhibition and was submitted to DPE for finalisation.</p>
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Issue: P3: Quality Urban Design and Development

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


Term Achievement

Code	Description	Progress
<p>P3.1.1</p>	<p>A high standard of design quality and building environmental performance is achieved in new and existing development.</p> <p>Responsible Officer: Director Strategy & Environment</p>	<p></p>
<p>Comments</p>		
<p>Officers provided input into major development applications within the centres to ensure the objectives and design standards sought by the Development Control Plan are maintained. Over the reporting period this has included the Lindfield Coles site and Roseville Memorial Club.</p> <p>Officers participated in forums involving the Green Building Council of Australia to promote and further develop Council's building sustainability standards and controls.</p>		
<p>Key Achievements</p>		
<p>Officers have provided input into major DAs within the centres to ensure the objectives and design standards sought by the DCP are attained through a high standard of design quality and building environmental performance.</p>		




Operational Plan Tasks

Code	Description	Progress	Comments
<p>P3.1.1.1</p>	<p>Promote Council's design quality and building sustainability standards to industry and community stakeholders.</p> <p>Responsible Officer: Manager Urban Planning</p>	<p> 50%</p>	<p>Urban planning have provided input into major DA's within the centres to ensure the objectives and design standards sought by the DCP are maintained. Over the reporting period this has included the Lindfield Coles site and Roseville Memorial Club.</p> <p>The senior urban planner has participated in forums involving the Green Building Council of Australia (GBCA) to promote and further develop Council's building sustainability standards and controls.</p>

Term Achievement

Code	Description	Progress
<p>P3.1.2</p>	<p>Community confidence has continued in our assessment, regulatory and environmental processes.</p> <p>Responsible Officer: Director Development & Regulation</p>	<p></p>
<p>Comments</p>		
<p>All applications are assessed and peer reviewed against NSW State government and Council's controls to ensure improved development outcomes are achieved.</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
P3.1.2.1	Development is assessed against local government and state planning objectives and controls, including building sustainability controls, to achieve quality urban design outcomes. Responsible Officer: <i>Director Development & Regulation</i>	 50%	All development applications are assessed against Council's and NSW state government controls. Specialist urban design assessments are also undertaken where required to ensure all Council's legislative obligations are met.
P3.1.2.2	Facilitate community participation through the Independent Hearing and Assessment Panels (IHAPS) consistent with the Code of Meeting Practice. Responsible Officer: <i>Manager Development Assessment Services</i>	 50%	The Ku-ring-gai Local Planning Panel has operated successfully since April 2018 and has formally convened on nine occasions with extensive community participation.
P3.1.2.3	Provide regulatory compliance services consistent with state and local controls which includes education of the community and their involvement in local policy reviews. Responsible Officer: <i>Manager Compliance & Regulation</i>	 50%	During the reporting period 2,460 penalty notices were issued including 45 breach of approval penalties; 2,341 parking penalties were issued and 5 water pollution offences were detected. Staff vacancies have required the allocation of available resources to priority matters.



Issue: P4: Revitalisation of our centres





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





Term Achievement

Code	Description	Progress
P4.1.1	Plans to revitalise local centres are being progressively implemented and achieve quality design and sustainability outcomes in collaboration with key agencies, landholders and the community. Responsible Officer: <i>Director Strategy & Environment</i>	
Comments		
During the period a broad range of work was undertaken in this area including commencing a review of Council's public domain plan and commencing urban design studies for Turramurra, St Ives and Lindfield local centres. Council has employed a Public Domain Coordinator to assist with this task. The DA was lodged for the Lindfield Village Living project on the 6 December 2018.		


Operational Plan Tasks

Code	Description	Progress	Comments
P4.1.1.1	Review Council's current policy and prepare draft revised Local Centres Public Domain Plan. Responsible Officer: <i>Manager Urban Planning</i>	 50%	During the reporting period Council recruited a Public Domain Coordinator to be responsible for reviewing Council's Public Domain Plan. The position was filled in November 2018 with work commencing on the policy review.
P4.1.1.2	Review policies and processes to encourage vibrant local centres including outdoor dining and activities. Responsible Officer: <i>Manager Urban Planning</i>	 50%	In November 2018, Council employed a Public Domain Coordinator to manage the progressive enhancement and revitalisation of the local centres.


<p>P4.1.1.3</p>	<p>Actively engage with residents, key agencies, landholders, businesses and other stakeholders to assist with the delivery of the Activate Ku-ring-gai Program.</p> <p>Responsible Officer: <i>Manager Urban Planning</i></p>	 <p>50%</p>	<p>Activate Ku-ring-gai is Council's program to revitalise Ku-ring-gai's local and neighbourhood centres. The program comprises of a range of projects including new parks, civic plazas and major projects, such as the Lindfield Village Hub and streetscape improvements.</p> <p>Community and stakeholder engagement during the reporting period included:</p> <ul style="list-style-type: none"> • Establishment of a Major Projects Committee to oversee the delivery of the Lindfield Village Hub and other major projects. The committee consists of four members of the public with expertise in finance, construction, commercial and residential property development and large scale public infrastructure. They were appointed by the Council through a public recruitment process conducted in June/July 2018. • Establishment of a Community Reference Committee to oversee the renewal of the Marian Street Theatre, Killara. The committee's membership consists of two Councillors and four community representatives with demonstrated knowledge of the performing arts and associated industries and/or relevant cultural and community projects. <p>In addition:</p> <ul style="list-style-type: none"> • planning commenced to engage with businesses along St Johns Avenue in Gordon Local Centre as part of planned street scape improvements. • work commenced on updating Council's website to improve communication on Activate Ku-ring-gai program.
<p>P4.1.1.4</p>	<p>Prepare and adopt a Ku-ring-gai Community Facilities Strategy to guide the delivery of libraries, community centres and cultural facilities across the LGA.</p> <p>Responsible Officer: <i>Manager Urban Planning</i></p>	 <p>50%</p>	<p>During the reporting period a draft Ku-ring-gai Community Facilities Strategy for libraries and community centres was completed. Councillors were briefed on the strategy on 31 July 2018. The draft was reported to Council on 28 August 2018 where Council resolved to adopt the draft strategy for public exhibition. The draft strategy was placed on exhibition for one month ending on the 2 November 2018. The results of the exhibition were presented to Council for consideration. Council then formally adopted the final Strategy on 4 December 2018.</p>
<p>Key Achievements</p>			
<p>Council has adopted a new strategic policy to guide the planning and design of libraries and community centres across the LGA.</p>			
<p>P4.1.1.5</p>	<p>Identify locations for new parks in areas as identified in Council's adopted Open Space Acquisition Strategy.</p> <p>Responsible Officer: <i>Manager Urban Planning</i></p>	 <p>50%</p>	<p>An internal review of development contributions funds available for future land acquisition has been undertaken by staff from Strategy and Environment and Finance to reconcile available funds and the land acquisition obligation established in the Ku-ring-gai Contributions Plan 2010.</p> <p>To further progress this task Council will be advertising, in early 2019, for a senior landscape architect who will be responsible for identifying locations for new parks.</p>
<p>P4.1.1.6</p>	<p>Review current plans and studies for Gordon Local Centre.</p> <p>Responsible Officer: <i>Manager Urban Planning</i></p>	 <p>46%</p>	<p>Working group meetings between Strategy and Environment and Major Project staff were held and progress has been made on defining departmental roles. Independent studies on community facility requirements across Gordon and the broader local government area (LGA) have been conducted in parallel to the ongoing working group meetings.</p>

P4.1.1.7	Commence preparation of a Strategy Plan for Turramurra Local Centre and surrounds. Responsible Officer: <i>Manager Urban Planning</i>	 50%	A number of background studies have been completed including traffic counts, feasibility analysis and urban design studies. Funding has been allocated for the 2018/19 financial year to commence preparation of a Public Domain Plan for Turramurra Local Centre. Council's new Public Domain Coordinator commenced preparation of a project scope with a view to engaging a specialist consultant team in the first half of 2019. This work will feed into Council's Local Strategic Planning Statement (LSPS).
Key Achievements			
A number of background studies have been completed for Turramurra local centre to inform preparation of a Strategy Plan. This work will feed into Council's Local Strategic Planning Statement (LSPS).			
P4.1.1.8	Commence preparation of a Strategy Plan for Lindfield Local Centre and surrounds. Responsible Officer: <i>Manager Urban Planning</i>	 50%	A number of background studies have been completed including traffic counts, feasibility analysis and urban design studies. This work will inform preparation of Council's draft Local Strategic Planning Statement (LSPS) due in June 2019.
Key Achievements			
Background studies completed for Lindfield local centre to inform preparation of a Strategy Plan. This work will inform preparation of Council's draft Local Strategic Planning Statement (LSPS) due in June 2019.			
P4.1.1.9	Monitor, review and guide the Major Project proposals to ensure they deliver quality community outcomes and design excellence. Responsible Officer: <i>Manager Urban Planning</i>	 50%	During the reporting period work commenced on the preparation of draft Urban Design Principles (UDPs) for the Turramurra Community Hub.
P4.1.1.10	Finalise and lodge development application for the Lindfield Library site to facilitate disposal with development consent. Responsible Officer: <i>Director Strategy & Environment</i>	 90%	The development application was lodged on 6 December 2018 for the Lindfield Library site. The assessment period is expected to take between six to ten months.


Term Achievement

Code	Description	Progress
P4.1.2	Commence construction of Lindfield Village Green. Responsible Officer: <i>Director Strategy & Environment</i>	
Comments		
Stage 1 detailed design to obtain Construction Certificate (CC) is in progress. Preliminary documentation is ready but final sign off on the CC is not possible without some 'for construction' drawings. The revised program runs tender documentation in parallel while waiting for the CC so as to not affect the overall program. Documentation readiness for the Tender is currently on track.		


Operational Plan Tasks

Code	Description	Progress	Comments
P4.1.2.1	Finalise the design and complete documentation ready for tender for construction. Responsible Officer: <i>Director Strategy & Environment</i>	 50%	The Stage 1 'detailed design to obtain Construction Certificate' is in progress. Completion is expected at the end of January 2019 which is in line with the project program.


Term Achievement

Code	Description	Progress
P4.1.3	Secure a development partner for Lindfield Community Hub. <i>Responsible Officer: Group Lead Major Projects</i>	
Comments		
The term achievement outcome of securing a development partner by 2021 is on track.		


Operational Plan Tasks

Code	Description	Progress	Comments
P4.1.3.1	Complete and obtain endorsement for the final feasibility plan for the project (Lindfield Community Hub). <i>Responsible Officer: Group Lead Major Projects</i>	 50%	The project is progressing to schedule. Developer expression of interest (EOI) procurement has been out to market with eighteen (18) developers responding. Assessment of submissions is underway with a preferred tender shortlist to be endorsed by Council in early 2019. Design and planning consultants are developing planning scenarios in preparation for a planning proposal. A financial model has been built so that financial sensitivity analysis can be undertaken to support the final feasibility plan. The request for tender (RFT) documents have commenced preparation. Target release of the RFT is mid - 2019.
Key Achievements			
A technical consultant team has been engaged. Revised design scenarios were tested with the community. Identified key challenges to feasibility relate to changes to the housing market and increases to construction costs.			

Term Achievement

Code	Description	Progress
P4.1.4	Secure a development partner for Turramurra Community Hub. <i>Responsible Officer: Group Lead Major Projects</i>	
Comments		
The term outcome of securing a development partner by 2021 is on track.		


Operational Plan Tasks

Code	Description	Progress	Comments
P4.1.4.1	Complete and obtain endorsement for the final feasibility plan for the project (Turramurra Community Hub). <i>Responsible Officer: Group Lead Major Projects</i>	 50%	The project is currently on track. Resources were focussed last quarter on the new tasks of establishing a Major Projects unit, governance and business planning principles. These were identified as necessary enablers for both Lindfield Village Hub and Turramurra Community Hub to move forward.
Key Achievements			
Progression of a Council asset strategy and community engagement strategy underpinning final feasibility plan for the project.			





Issue: P5: Heritage that is Protected and Responsibly Managed




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

Term Achievement

Code	Description	Progress
P5.1.1	Strategies, plans and processes are in place to effectively protect and preserve Ku-ring-gai's heritage assets. <i>Responsible Officer: Director Strategy & Environment</i>	
Comments		
Strategies, plans and processes are in place to effectively protect and preserve Ku-ring-gai's heritage assets through policy development, education and awareness planning and design and in physical works to maintain and restore our built and natural heritage and Aboriginal heritage.		

Operational Plan Tasks


Code	Description	Progress	Comments
P5.1.1.1	Implement, monitor and review Ku-ring-gai's heritage planning controls. <i>Responsible Officer: Manager Urban Planning</i>	 50%	The review of Council's heritage development control plan clauses is progressing well with ongoing consultation with development assessment staff on development application and court outcomes.
Key Achievements			
A database has been set up to enter and monitor proposed changes to development control plan clauses.			
P5.1.1.2	Protect and effectively manage Ku-ring-gai's Aboriginal heritage assets in conjunction with the Aboriginal Heritage Office. <i>Responsible Officer: Manager Environment & Sustainability</i>	 50%	Since June 2018, training has been provided on threatened species and Aboriginal heritage sensitive data management to six employees. In addition, one new employee attended training with the Aboriginal Heritage Office (AHO) on due diligence and data sensitivity. Procedures have been improved to ensure this training is provided as part of all employee inductions wherever required by the position. In order to more greatly recognise the traditional owners of our land, the Aboriginal heritage section of Council's website continues to be improved. Council has also recently initiated consultation with the NSW Office of Environment and Heritage, regarding options to address the perceived short falls with complying development (under the State Environmental Planning Policy [Exempt and Complying Development Codes] 2008), which has the potential to result in impact to Aboriginal sites.
P5.1.1.3	Promote local heritage in consultation with key stakeholders. <i>Responsible Officer: Manager Urban Planning</i>	 50%	Several Heritage Home Grants have been completed and photos and stories collected to use in Council's publications to promote heritage and the grants program.
Key Achievements			
Five projects that received heritage grants were completed.			
P5.1.1.4	Heritage is protected and conserved through the development assessment process consistent with Council's adopted Local Environmental Plans and Development Control Plans and state heritage controls. <i>Responsible Officer: Manager Development Assessment Services</i>	 50%	All applications in heritage conservation areas or on heritage listed properties are assessed by skilled professionals to ensure development is consistent with Council's controls and any adverse heritage impacts are minimised.

P5.1.1.5	Deliver heritage conservation refurbishment for Tulkian House that preserves the heritage structure and internal fabric. Responsible Officer: <i>Director Operations</i>	 80%	A mould remediation process is proceeding on schedule with 80% complete. The remaining works are to be completed by the end of March 2019. Once all remediation works are completed Heritage Architects will be engaged to prepare a Conservation Management Plan (CMP) and full contract documentation/ specifications for undertaking of request for tender (RFT) process.
P5.1.1.6	Cultural and heritage assets in open space areas are protected, preserved, restored and maintained. Responsible Officer: <i>Director Operations</i>	 50%	Cultural and heritage assets within open space areas are given due consideration in the planning, design and construction of Council's Capital Works Program to ensure that they are protected, preserved, restored and maintained. This has been an integral part of the environmental approval and design process for a number of projects during this reporting period including the Annie Forsyth Wyatt Garden upgrade; restoration of the War Monument at St Ives Memorial Park prior to the Centenary of Armistice Day celebrations; completion of tender documentation for the SISG Regional Inclusive Playground; and various building upgrades and new facilities within St Ives Village Green, Killara Park, Gordon Recreation Ground and Roseville Park.
P5.1.1.7	Deliver Aboriginal cultural activities at the St Ives Precinct. Responsible Officer: <i>Director Community</i>	 50%	The Aboriginal programs as part of NAIDOC week and the Bush Kids Winter program were well attended and received.



Issue: P6: Enhancing recreation, sporting and leisure facilities


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

Term Achievement

Code	Description	Progress
P6.1.1	A program is being implemented to improve existing recreation, sporting and leisure facilities and facilitate the establishment of new facilities. Responsible Officer: <i>Director Operations</i>	
Comments		
The capital works program is progressing behind schedule. Plans of management works are being undertaken. Limited staff resourcing has impacted on the production of plans for capital works and this should be rectified shortly.		
Reason		
The design team has not been fully resourced for the past few months as the organisation was transitioning into a new structure.		
Remedial Action		
Completion and approval of revised position descriptions to enable recruitment to proceed.		
Challenges		
The design team could not be resourced until the restructure was fully implemented.		


Operational Plan Tasks





Code	Description	Progress	Comments
P6.1.1.1	<p>Deliver Council's adopted Open Space Capital Works Program.</p> <p>Responsible Officer: <i>Director Operations</i></p>	 40%	<p>During the period the following actions were completed:</p> <ul style="list-style-type: none"> • The project for a new park, corner of Allan Avenue and Duff Street Turramurra, was released to tender for construction. A report to be presented to Council on 12 Feb 2019. • The St Ives Showground Regional playground was released for tender for construction. The tender closes 12 Feb 2019. • The Koola Park Stage 4 Carpark was awarded to a construction contractor commencing mid- January 2019. • The Lindfield Cricket Nets construction commenced in December 2019. • The Morona Avenue Playground construction commenced in December 2019. <p>Reason</p> <p>The Open Space Capital Works Program has been delayed over the past few months as the organisation was transitioning into a new structure.</p> <p>Remedial Action</p> <p>Recruiting of new staff to fill vacant roles and the engagement of consultants will assist in rectifying delays.</p>
Challenges			
Staff resources were limited until the restructure was fully implemented.			
P6.1.1.2	<p>District park landscape masterplans are prepared to inform the forward Open Space Capital Works Program.</p> <p>Responsible Officer: <i>Director Strategy & Environment</i></p>	 25%	<p>Council has received the draft Preliminary Arboricultural Assessment Report (Earthscape) for North Pymble Park. The report has been circulated to relevant staff for review and comments will be provided to the consultant before finalising. It is anticipated that the report, in conjunction with the draft District Landscape Masterplan, will be environmentally assessed to determine whether the concept design has potential to progress further.</p> <p>Reason</p> <p>Due to a high demand for internal environmental assessments to be assessed, final review of the Preliminary Arboricultural Assessment Report has not taken place.</p> <p>Remedial Action</p> <p>The review has been raised with Natural Areas to action as a priority.</p>




<p>P6.1.1.3</p>	<p>Complete the design of identified parks incorporating accessibility and inclusive passive recreation facilities.</p> <p>Responsible Officer: Director Operations</p>	 40%	<p>Accessible and inclusive passive recreation facilities have been incorporated into designs for the new park at Allan Avenue Duff Street Turramurra, Annie Forsyth Wyatt Garden upgrade, Claude Cameron Grove dog off leash area upgrade, Lindfield Soldiers Memorial Park playground upgrade, Morona Avenue Reserve playground upgrade, Putarri Reserve upgrade, St Ives Memorial Park monument restoration and upgrade, St Ives Showground Regional Inclusive Playground and the St Ives Village Green New Recreation Precinct.</p> <p>Reason</p> <p>There have been delays in program delivery due to availability of suitable staff and this has required the reallocation of available resources to service high priority projects.</p> <p>Remedial Action</p> <p>Operations will be actively recruiting to address the shortfall in available staff resources.</p>
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Challenges


There have been ongoing challenges in resourcing due to the restructure transition from Strategy to Operations. This has required the allocation of available resources to service high priority projects.

<p>P6.1.1.4</p>	<p>Construct parks which incorporate accessible and inclusive passive recreation facilities.</p> <p>Responsible Officer: Director Operations</p>	 40%	<p>During the period the following actions were commenced or progressed:</p> <ul style="list-style-type: none"> • Morona playground under construction. • Irish Town Grove playground progressing to second round of community consultation with detailed documentation to follow. • Lindfield Soldiers Memorial Playground design at 95%. • St Ives Village Green New Playground and Landscaping plans progressing - construction of a link between the park and Village Green has been completed. <p>Reason</p> <p>There have been delays in program delivery due to availability of suitable staff and this has required the reallocation of available resources to service high priority projects.</p> <p>Remedial Action</p> <p>Operations will be actively recruiting to address the shortfall in available staff resources.</p>
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<p>P6.1.1.5</p>	<p>Construct a Regional Inclusive Playground at St Ives Showground.</p> <p>Responsible Officer: <i>Director Operations</i></p>	 40%	<p>Actions in the period include completion of:</p> <ul style="list-style-type: none"> • playground design documents • arboricultural impact assessment • REF and authorisation • project documentation which was released for public tender. <p>Reason</p> <p>There have been delays in project delivery due to site complexities, a protracted approval process and limited staff resources.</p> <p>Remedial Action</p> <p>Operations will be actively recruiting to address the shortfall in available staff resources to facilitate early commencement of construction following tender reporting.</p>
<p>Challenges</p>			
<p>Site complexities have delayed the approval and tendering processes. There have also been ongoing challenges in resourcing due to the restructure transition from Strategy to Operations.</p>			
<p>P6.1.1.6</p>	<p>Develop a carpark improvement program for recreational and sporting fields and parks to utilise space and improve amenity.</p> <p>Responsible Officer: <i>Director Operations</i></p>	 50%	<p>A list of car park assets was collated and development of an improvement plan for car parks commenced based on asset condition ratings, usage levels and impact of car parks on their associated amenities.</p>
<p>Key Achievements</p>			
<p>Collation and updating of condition ratings for Council's car park assets.</p>			
<p>P6.1.1.7</p>	<p>Implement an amenities improvement program to recreational and sporting fields that are compliant with the relevant Code.</p> <p>Responsible Officer: <i>Director Operations</i></p>	 80%	<p>A draft Asset Management Plan (AMP) for the amenities upgrade is currently being reviewed.</p>
<p>Key Achievements</p>			
<p>Final review of ASM delayed due to lack of available resources.</p>			
<p>P6.1.1.8</p>	<p>Progressively review and update Community Plans of Management.</p> <p>Responsible Officer: <i>Director Strategy & Environment</i></p>	 0%	<p>The Plan of Management for Swain Gardens and the North Turramurra Recreation Area are both due for renewal. In conjunction with the NSROC Sportsground Strategy and the Office of Sport - District Sport Facility Plan for the North District, it would be beneficial to initially update Council's Sport in Ku-ring-gai Strategy to align with both the regional and district plans.</p> <p>Reason</p> <p>Resourcing issues have been the main cause of delays progressing these strategic documents. Unallocated funding is also a consideration if the work was to be completely externally.</p> <p>Remedial Action</p> <p>Determine if Council would like to complete work internally or outsource. If the latter, applicable funding will need to be made available.</p>



P6.1.1.9	Maintain existing recreation and sporting facilities in accordance with the asset management strategy and maintenance plans. Responsible Officer: <i>Manager Infrastructure Services</i>	 50%	Recreational facilities have been maintained according to service schedules at all locations. This has included the completion of Winter to Summer changeover in time for the start of the season, the completion of aeration, fertilisation, re-turfing programs for all sportsfields and the ongoing maintenance of North Turramurra and Gordon Golf Courses. West Pymble and Roseville dog off leash areas were upgraded. All playgrounds were audited and required maintenance scheduled in accordance with Australian Standard requirements.
Key Achievements			
Replacement of fitness equipment at Karuah Park Turramurra.			
P6.1.1.10	Implement priority actions from the Recreation in Natural Areas Strategy. Responsible Officer: <i>Manager Environment & Sustainability</i>	 50%	Council officers are currently preparing a draft Recreation in Natural Areas Strategy. In August 2018 feedback was sought on the strategy, through an online survey and four consultation workshops, from individuals and groups who undertake recreational activities in our natural areas. In November 2018, feedback was sought on the strategy, through an online survey and a consultation workshop, from individuals and groups who have a specific interest in the strategy from an environmental perspective. Once finalised, the draft strategy will be presented at a community forum. The draft strategy will also be placed on public exhibition prior to its adoption by Council, offering another chance for the community to provide feedback.
P6.1.1.11	Negotiate a Heads of Agreement with the Department of Education for the construction and joint usage of an indoor sports facility at St Ives High School. Responsible Officer: <i>Director Strategy & Environment</i>	 40%	In November 2018, the Department provided a draft Statement of Intent for review and comment. Council will complete its review before finalising. Once completed, Council and the Department will finalise the design details and develop a Heads of Agreement. Council will be meeting with the Department in January 2019 to progress these tasks. Reason Allocation of resources for both the Department and Council have impacted task delays. Remedial Action Council will be meeting with the Department in January 2019 to progress these tasks. Due to the proposed project schedule, it is anticipated that assigned tasks will be actioned with urgency from both parties.

Term Achievement

Code	Description	Progress
P6.1.2	Partnerships are established with community groups and organisations to optimise the availability and use of sporting, recreation and leisure facilities. Responsible Officer: <i>Director Community</i>	
Comments		
Council officers continued to successfully work with local sporting and community groups and organisations and government agencies to establish partnerships and obtain funding to improve sporting, recreation and leisure facilities in Ku-ring-gai.		

Operational Plan Tasks


Code	Description	Progress	Comments
P6.1.2.1	<p>Engage with community partners to improve sporting, leisure and recreational facilities through partnerships, grant funding and other external funding opportunities.</p> <p>Responsible Officer: <i>Director Strategy & Environment</i></p>	 60%	<p>Council has continued its partnership with the Lindfield District Cricket Club to upgrade the existing cricket nets at Lindfield Soldiers Memorial Park. The construction program commenced in November 2018 and the works will be completed in February 2019. Council was successful in receiving \$30,000 through the 2017 Community Building Partnership Program for the Lindfield Soldiers Memorial Park playground. Works for this project will commence in 2019.</p> <p>Council also received \$20,000 through the 2017 Stronger Communities Programme, to convert the existing tennis courts at The Glade into dual usage courts for netball and possibly basketball. As per the resolution of Council on 24 July 2018, The Glade was approved for lighting subject to environmental approval. Council is currently engaging a preferred contractor for design and construct.</p> <p>Council was successful in obtaining \$20,000 from Football NSW's "Let's Light Up Football" grant program which has been allocated to the renewal of lights at Princess Park/Primula Oval, Lindfield. This capital works project was completed at the end of 2018.</p> <p>Council is in negotiation with Roseville Junior Cricket Club and Cricket NSW to co-contribute towards the capital renewal of the two practise cricket nets at Roseville Park. The club has received \$15,000 via the Local Sport Grant Program, with a further \$18,000 from the club/association and \$27,000 from Cricket NSW. Council applied for funding from NSW ICC World T20 2020 Cricket Legacy Fund, however, was unsuccessful.</p> <p>Council has applied for \$5 million from the Greater Sydney Sports Facility Fund towards the indoor sports centre at St Ives High School. In November 2018, Council was successful in making the second round and submitted a business case for the project. It is expected that the results of this submission will be released in early 2019.</p> <p>The Northern Suburbs Cricket Association received \$15,000 via the Office of Sport – Community Building Partnership Program. The association and Council are coordinating the use of these funds towards the renewal of the synthetic wicket at William Cowan Oval.</p> <p>Council is working with Ku-ring-gai Netball Association (KNA) who will be funding the sports court lighting at Canoon Road Recreation Area. A request for quotation to design and construct has been completed and Council has requested financial commitment from KNA. Works are likely to be completed by May 2019.</p> <p>Council is working with Northern Sydney and Beaches Hockey Association who are sourcing funding towards the conversion of Barra Bruoi sports ground to a synthetic hockey facility. Council has provided "in principle" support for the project and approval to complete the required environmental assessments and consultation. The association was successful with their bid to the Greater Sydney Sports Facility Fund and have prepared a business case for the second round process.</p>

			<p>Ku-ring-gai Swim Club's application to the Community Building Partnership Program was successful. Funding will provide new starting blocks, covers and backstroke ledges for the 50 metre outdoor pool, to the value of \$31,500. Council is preparing quotes to have the new starting blocks installed as early as possible in 2019.</p>
Key Achievements			
<p>Construction of four new cricket nets at Lindfield Soldiers Memorial Park, Lindfield has commenced and due for completion in February 2019.</p> <p>New LED lighting has been installed at Princess Park/Primula Oval, Lindfield.</p> <p>Both Ku-ring-gai Council and Northern Sydney and Beaches Hockey Association have made the second round of the Greater Sydney Sports Facility Fund for a four court indoor centre at St Ives High School and a new synthetic hockey facility at Barra Brui Sportsground respectively.</p> <p>Ku-ring-gai Swim Club was successful in obtaining \$31,500 from the Community Building Partnership Program towards new starting blocks, covers and backstroke ledges for the 50 metre outdoor pool.</p>			
P6.1.2.2	<p>Facilitate a regular sporting forum and ongoing communication with sporting users.</p> <p>Responsible Officer: <i>Director Operations</i></p>	 50%	<p>The 2019 sports forum will be held in May 2019 with the location and content to be confirmed closer to the date. The forum is held once a year and was previously held in May 2018 at Warrimoo Clubhouse. Planning for guest speakers and content of the forum will be under way shortly at the start of 2019.</p>
P6.1.2.3	<p>Continue to develop and promote access to specific sporting facilities.</p> <p>Responsible Officer: <i>Director Operations</i></p>	 75%	<p>Planning for the following facilities in Ku-ring-gai commenced:</p> <ul style="list-style-type: none"> • Northside Riding Club – accessible toilet and pathway currently being built at Princess Anne Arena, St Ives Showground. This is a three way partnership between the club, Council and State agency grant funding. • Lindfield District Cricket Club – 3 or 4 new nets proposed at Lindfield Memorial Park TBC. This is also a three way partnership between the club, Council and State agency grant funding. • Further investigations and design towards the inclusion of synthetic fields at Norman Griffiths Oval and Warrimoo Oval are also underway. • Roseville Park Tennis Pavilion – Council funded. • Roseville Junior Cricket Club – proposed upgrade to two nets at Roseville Park. This is also a three way partnership between the club, Council and State agency grant funding. • Gordon Recreation Ground – Resurface two Acrylic Courts • Regimental Park – Resurface five Acrylic Courts. • Queen Elizabeth Reserve – Replace fencing around four courts • Kendall Village Green – Replace fence around two courts. • The Glade – New lights, posts and line marking for multicourt usage.




Issue: P7: Enhancing community buildings and facilities

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


Term Achievement

Code	Description	Progress
P7.1.1	The condition and functionality of existing and new assets is improved. <i>Responsible Officer: Director Operations</i>	
Comments		
Planning for improvement to community facilities progressed to target.		





Operational Plan Tasks

Code	Description	Progress	Comments
P7.1.1.1	Implement a prioritised program of improvements to community meeting rooms, halls, buildings and facilities. <i>Responsible Officer: Director Operations</i>	 80%	A draft Asset Management Plan (AMP) for the amenities upgrade is currently being reviewed.
P7.1.1.2	Integrate sustainability and climate resilience measures, incorporating minimum performance standards, into the building upgrade and renewal program. <i>Responsible Officer: Manager Environment & Sustainability</i>	 50%	Activities undertaken in this reporting period include the provision of advice regarding HVAC and ventilation standards to the Building Services team, the Ku-ring-gai Fitness and Aquatic Centre (KFAC) Manager and the Council Chambers Accommodation Working Group.
P7.1.1.3	Undertake community consultation, concept plan development and development application documentation for the renewal or upgrade of East Lindfield Community Centre. <i>Responsible Officer: Director Operations</i>	 50%	During the reporting period community consultation was undertaken. Initial results of the community consultation and recommendations will be reported to Council on 26 February 2019.

Term Achievement

Code	Description	Progress
P7.1.2	Usage of existing community buildings and facilities is optimised. <i>Responsible Officer: Director Community</i>	
Comments		
The community property portfolio was transferred to Council's Strategy & Environment Department as part of the organisational restructure. Council staff have created new budget reporting lines and associated accounts. A review of the portfolio has commenced and community tenants notified. All new lease renewals will be reported to Council in accordance with the adopted Community Leasing Policy.		


Operational Plan Tasks

Code	Description	Progress	Comments
P7.1.2.1	Provide accommodation for identified community services in line with Council's Community Leasing Policy. Responsible Officer: <i>Director Strategy & Environment</i>	 50%	The community property portfolio was transferred to Council's Strategy & Environment Department as part of the organisational restructure. Council staff have created new budget reporting lines and associated accounts. A review of the portfolio has commenced and community tenants notified. All new lease renewals will be reported to Council in accordance with the adopted Community Leasing Policy.
P7.1.2.2	Continue to promote and develop the St Ives Precinct's diverse facilities to host community and commercial usage. Responsible Officer: <i>Director Community</i>	 50%	Both community and commercial activities were held at the Wildflower Garden and St Ives Showground on a consistent basis. The venues were well-utilised. There were 70 picnic hires at Dampier's Clearing and Lambert's Clearing. 740 patrons participated. There were 59 functions at Caley's Pavilion with 4,560 patrons in attendance. At the St Ives Showground there were 1,850 bookings with 53,715 patrons in attendance. The major event for the year, the St Ives Medieval Faire was held in September, with approx 17,000 people in attendance over two days.
P7.1.2.3	Council's recreation services meet customer needs. Responsible Officer: <i>Director Operations</i>	 80%	Over the period of July - December 2018: <ul style="list-style-type: none"> • There were 29 winter clubs/associations that utilised over 50 sportsgrounds, 25 netball courts and the St Ives Showground for their winter training and competition from April to August Northern Suburbs Football Association (NSFA) continues to be the main hirer, utilising 37 of Council's 55 sportsgrounds. • Council currently has 31 summer sporting groups/associations utilising our sporting venues from September - March with the majority of grounds being used for Cricket. • Over 20 school athletics carnivals were booked from July – September. Primary school weekly sport on Fridays utilises 20 of Council's sporting venues as well as High School sport weekly on Thursdays at approx 10 venues • 10 tennis coaches are currently utilising Council's tennis venues with approx 100 permanent and annual hirers as well as a multitude of casual hirers across Council's 20 tennis locations (67 tennis courts). • Casual hirers utilise sporting facilities for a variety of events such as: school holiday clinics, birthday parties, fun run events and social events so that the facilities are in high demand and meeting Ku-ring-gai Council's customers needs. • Personal trainers are popular in Ku-ring-gai Council with 19 approved users including 4 personal trainers which utilise the fields greater than 8hrs + a week.
P7.1.2.4	Continue to develop and deliver professional services including programs, services and ongoing marketing to club members and public players at Council's golf courses to industry standards. Responsible Officer: <i>Director Operations</i>	 80%	Large increases in retail pro shop sales and an increase in golfing rounds occurred for the July - December 2018 period.



Issue: P8: Improving the standard of our infrastructure

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


Term Achievement

Code	Description	Progress
P8.1.1	Our public infrastructure and assets are planned, managed and funded to meet the community expectations, defined levels of service and address inter-generational equity. <i>Responsible Officer: Director Strategy & Environment</i>	
Comments		
<p>Council continued to work towards achieving the ratios and targets established by the NSW Government for infrastructure assets. This was reported to the community and NSW Government Agencies through the Annual Report 2017/18 in November 2018. Council staff have participated in a range of technical workshops and provided information to the Department of Planning to commence the process of aligning Council's land use planning strategies with the North District Plan, as required by the Greater Sydney Commission (GSC).</p> <p>Reason</p> <p>This Term Achievement has a lower rating due to one task being delayed as a result of the organisational restructure and staff vacancies.</p> <p>Remedial Action</p> <p>The vacant positions were advertised during December 2018.</p>		





Operational Plan Tasks

Code	Description	Progress	Comments
P8.1.1.1	Initiate a review of the Contributions Plan when appropriate. <i>Responsible Officer: Manager Urban Planning</i>	 50%	Planning for a comprehensive review of the two active development contributions plans in the Ku-ring-gai Council area is proceeding concurrent with comprehensive strategic planning as part of the GSC requirements with a substantial program of work ahead for 2019. Infrastructure delivery under the current documents continues as part of a rolling works program.
P8.1.1.2	Asset Management Plans are revised to align with the Resourcing Strategy. <i>Responsible Officer: Manager Integrated Planning, Property & Assets</i>	 25%	<p>Council's Asset Management Steering Group (AMSG) adopted its final works program in December 2018. The Roads and Transport Asset Management Plan has been identified for completion by June 2019.</p> <p>Reason</p> <p>Council's organisational restructure and staff vacancies have delayed the commencement of this task.</p> <p>Remedial Action</p> <p>Staff resourcing requirements to be addressed by February 2019.</p>
Challenges			
Limited available staff resources has been a challenge during the reporting period.			

Term Achievement

Code	Description	Progress
P8.1.2	Programs for infrastructure and asset maintenance management are delivered in accordance with adopted Asset Management Strategy and Plans. <i>Responsible Officer: Director Operations</i>	
Comments		
Asset management plans are being confirmed and updated for all asset classes.		

Operational Plan Tasks


Code	Description	Progress	Comments
P8.1.2.1	Implement Asset Management Plans to document maintenance, renewal and upgrade requirements in line with Service Level Agreements. Responsible Officer: <i>Director Operations</i>	 50%	Maintenance, renewal and upgrade requirements are documented in line with the service level agreements (SLA).
P8.1.2.2	Prepare draft capital works and renewal programs for Council's footpaths, roads, drains, bridges and carparks for inclusion in the Delivery Program. Responsible Officer: <i>Director Operations</i>	 60%	Footpaths included on the list were checked and those listed for the near future entered in the Project Portfolio Management (PPM) system or updated in Projects Bids. Other projects for investigation and design stage were also listed in PPM.
Key Achievements			
Projects not already in Project Bids have now been included in the new PPM system, initiation stage completed.			
P8.1.2.3	Deliver Road, Footpath and Carparks Capital Works Programs on time and within budget. Responsible Officer: <i>Director Operations</i>	 50%	Roads: the majority of preparation works for road resurfacing was completed or will be completed by the end of the third quarter. Asphalt works will commence immediately after preparation works, as they are completed, which will see an increase in expenditure for the second half of the financial year. Footpaths: the majority of designs for footpath projects for this financial year are complete or to be handed over to the projects team for delivery over the second half of the financial year. Carparks: the planning of carpark works for this financial year is completed. Works to commence during third quarter.
P8.1.2.4	Deliver Drainage Capital Works Programs on time and within budget. Responsible Officer: <i>Director Operations</i>	 50%	The majority of designs have been completed for Drainage capital works with remaining final designs to be completed by February. Several drainage capital works projects have either already been completed or are currently underway.

Theme 4: Access, Traffic and Transport

Issue: T1: Integrated and Accessible Transport

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

Term Achievement

Code	Description	Progress
T1.1.1	Connections are provided to public transport that are accessible to all age groups and match the travel needs of the community. <i>Responsible Officer: Director Strategy & Environment</i>	

Comments

Improvements to public transport connections that are accessible to all age groups and match the travel needs of the community are being implemented. Further work on the Pedestrian Access and Mobility Plan (PAMP) and upgrades to bus stops on Mona Vale Road and Ryde Road are continuing and consultation with the local bus companies is underway.

Reason

The PAMP is draft and will be further refined for reporting back to Council. The upgrade of bus stops for certain areas is subject to further design refinement in consultation with contractors and bus companies.


Remedial Action


Staff and resources will be allocated to finalise the PAMP for Council consideration. Works to finalise bus stop upgrades to meet the requirements of the Disability and Discrimination Act are continuing.


Challenges

Staff resources and funding.


Operational Plan Tasks

Code	Description	Progress	Comments
T1.1.1.1	An improvement plan is being implemented for bikeways, pedestrian facilities and footpath networks having regard for the access, health and recreational needs of the community. <i>Responsible Officer: Manager Urban Planning</i>	 50%	Council relies heavily on funding co-contributions from Transport for NSW and Roads and Maritime Services (RMS) to progress delivery of the Bike Plan. In September 2018, RMS informed Council that it was unsuccessful in obtaining 2018/19 Active Transport Program (50/50) funding for the following nominated projects: <ul style="list-style-type: none"> • Lindfield Avenue, Lindfield separated cycleway (\$640,000) • Kochia Lane, Lindfield shared path (\$500,000) • Killeaton Street, St Ives separated cycleway (\$390,000) The application to the 2018/19 Active Transport Program to fully fund a feasibility study into a regional cycle route connecting Chatswood CBD with Northern Beaches Hospital Precinct/ Frenchs Forest (via Roseville Chase) (~\$70,000) was also unsuccessful. In October 2018, RMS advised that unsuccessful applications (ie. those applications that did not receive funding but met the program guideline criteria) from 2018/19 will be considered for the 2019/20 Active Transport Program. From this, the following projects were re-nominated for funding: <ul style="list-style-type: none"> • Lindfield Avenue, Lindfield - separated cycleway (\$670,000 project cost, 50% funding) • Kochia Lane, Lindfield - shared path through Lindfield Village Green (\$500,000 project cost, 50% funding)


			<ul style="list-style-type: none"> • Chatswood CBD with Dee Why via Northern Beaches Hospital Precinct / Frenchs Forest (via Roseville Chase) - feasibility study (\$97,300 project cost, 100% funding) <p>The estimate for the Killeaton Street, St Ives - separated cycleway project was reviewed, and as it increased substantially it was not re-nominated, as Council would not have the funds to cover it's 50% portion of the project cost.</p>
T1.1.1.2	<p>Implement the Pedestrian Access and Mobility Plan (PAMP) recommendations.</p> <p>Responsible Officer: <i>Manager Urban Planning</i></p>	 <p>45%</p>	<p>In draft form, the principles in the Pedestrian Access and Mobility Plan (PAMP) continued to provide guidance on the provision of pedestrian facilities to improve accessibility and reduce severance caused by barriers such as arterial roads and railways. The following pedestrian improvement works have been implemented or are being incorporated into Council's major projects and associated upgrade works:</p> <ul style="list-style-type: none"> • Continued planning for new connections between Pacific Highway and the Lindfield Village Hub major project. • Planning for new footpaths along the new proposed laneway between Tryon Place and Pacific Highway, as part of Lindfield Village Living (current Lindfield Library site). • Continued planning pedestrian (and bicycle) provision on new bridge over railway between Ray Street and Rohini Street, Turramurra (early planning phase). <p>The principles in the draft PAMP are also being used to improve accessibility in the wider area with Council staff attending a Transport for NSW/RMS stakeholder workshop for the preparation of a Road Network Plan for the Boundary Street/Babbage Road/Warringah Road corridor. The purpose of the workshop was to get Council's input into a strategy for improving the performance of the corridor, with consideration to all modes of transport based on the corridor's function and customer needs. At the workshop, Council staff highlighted the need for improved access across the corridor for pedestrians, which have limited crossing opportunities and currently acts as a barrier to access.</p> <p>Reason</p> <p>Workloads in other projects have resulted in the draft PAMP not being brought to Council for consideration and adoption.</p> <p>Remedial Action</p> <p>It is envisaged that the draft PAMP will be brought to Council for consideration and adoption in the first or second quarter of 2019.</p>

T1.1.1.3	<p>Progressively upgrade bus stops in accordance with the Disability Discrimination Act requirements and 5 year program (to allocated budget).</p> <p>Responsible Officer: Director Operations</p>	 30%	<p>Ryde Road designs for minor updates completed. Resources in delivery have been required for other higher priority projects.</p> <p>Designs for other stops to be finalised based on construction of minor updates to allow fine tuning if required to obtain outcomes using contractor's inputs.</p> <p>Bus companies input on Ryde Road works obtained, Further input to be obtained for Mona Vale Road once construction time line clearer.</p> <p>Reason</p> <p>Delivery of higher priority projects for the limited resources currently available.</p> <p>Remedial Action</p> <p>Works to be scheduled once resourcing is available.</p>
Challenges			
Resources availability.			


Term Achievement

Code	Description	Progress
T1.1.2	<p>A network of safe and convenient links to local centres, major land uses and recreation opportunities is being progressively implemented.</p> <p>Responsible Officer: Director Strategy & Environment</p>	
Comments		
Council has continued to work with stakeholders to implement the Integrated Transport Strategy to ensure a network of safe and convenient links to local centres, major land uses and recreation opportunities are in place.		

Operational Plan Tasks



Code	Description	Progress	Comments
T1.1.2.1	<p>Implement appropriate recommendations from the Ku-ring-gai Integrated Transport Strategy.</p> <p>Responsible Officer: Manager Urban Planning</p>	 50%	<p>Action E2 of the Integrated Transport Strategy is to upgrade capacity at critical intersections and pinch points, noting that RMS is the responsible organisation.</p> <p>During this reporting period, RMS publicly exhibited a series of Pinch Point Upgrade proposals between Turramurra and Wahroonga. Staff have been working with RMS and providing submissions in response to the proposals.</p>

Term Achievement


Code	Description	Progress
T1.1.3	<p>Advocate to relevant government agencies and private companies for integrated public transport facilities and service improvements that meet community needs.</p> <p>Responsible Officer: Director Strategy & Environment</p>	
Comments		
Council has worked collaboratively with a range of stakeholders for integrated public transport facilities and service improvements including road upgrades, commuter parking and public transport improvements.		

Operational Plan Tasks


Code	Description	Progress	Comments
T1.1.3.1	<p>Continue to lobby Transport for NSW in the provision of additional commuter car parking at priority rail stations, including Turramurra and other centres.</p> <p>Responsible Officer: Manager Urban Planning</p>	 50%	<p>Council staff continued to work with Transport for NSW (TfNSW) towards the provision of commuter parking in the Lindfield Village Hub and Lindfield Village Green (LVG) major projects. At the Ordinary Meeting of Council held 25 September 2018, when considering updated terms proposed by TfNSW for the LVG Heads of Agreement (for the delivery of commuter car spaces on the LVG site), Council resolved to approve the revised Heads of Agreement. This is a further step towards the implementation of commuter parking at the LVG site.</p> <p>Following the commencement of the pilot on-demand bus service centred around Macquarie Park/North Ryde commenced operating in March 2018, staff have been monitoring the progress and outcomes of the pilot scheme since it would have the potential to provide Ku-ring-gai residents improved access to rail stations within the LGA without the need to park their car at or around the station. Staff secured a tentative meeting with TfNSW in December 2018 to gauge the potential for the trial to be extended to the Ku-ring-gai LGA (as a trial feeder service to railway stations in the LGA), but this meeting was subsequently postponed to a date (TBA) in early 2019.</p> <p>On 22 November 2018, the NSW Government provided its formal response to the recommendations of the Parliamentary Inquiry into Commuter Car Parking. All of the recommendations were either fully supported or supported in principle.</p> <p>In terms of the recommendation to expand the trial of on-demand bus services to improve access to transport interchanges, this was supported in principle by NSW Government/Transport for NSW on the basis that the current on-demand services are in trial mode and data is still being gathered on their performance which will inform future decision-making on 'innovative new models for transport service delivery and network management'. Council will continue to engage with Transport for NSW to explore opportunities to implement on-demand bus services in the LGA.</p> <p>The NSW Government's support of the recommendation that commuter parking [provision] be included as part of the Greater Sydney Parking Guideline (The Guideline) acknowledges that the Guideline is expected to address the future provision of commuter car parks. Transport for NSW (through Future Transport 2056) has committed to investigating the development and implementation of the Guideline in collaboration with local government over the next 10 years. This is a medium term project and unlikely to result in the provision of commuter parking in the LGA for at least 10 years.</p> <p>From the recommendation that Transport for NSW makes more information available on its decision-making process on the location of commuter car parks, Transport for NSW commented that its decision-making process for upgrading existing commuter car parks considers a range of factors including current usage levels, available parking in surrounding areas and overall access that users have to the transport interchanges by all access modes.</p>

			<p>In terms of locating new commuter car parks (such as would be required at a number of stations in Ku-ring-gai), the decision-making process is still unclear but in its response Transport for NSW suggests that its approach will undergo review and be integrated into the development of the Greater Sydney Parking Guideline.</p> <p>Therefore, until the Greater Sydney Parking Guideline is developed, Council will continue to lobby Transport for NSW for the provision of additional commuter car parking at priority rail stations in the LGA.</p>
T1.1.3.2	<p>Advocate to Transport for NSW and bus providers to target improvements to bus services connecting nearby centres with Ku-ring-gai including Mona Vale - Macquarie Park route/Chatswood-Dee Why/Northern Beaches.</p> <p>Responsible Officer: Manager Urban Planning</p>	 50%	<p>During the period strategic planning staff participated with their counterparts from surrounding councils in RMS/ TfNSW workshops, towards the development of Road Network Plans for key arterial roads in the Northern Sydney region. Road Network Plans set out a plan for the management, operation and development of arterial road corridors, supporting the delivery of the NSW Government Future Transport Strategy 2056. They present opportunities for management, operation and development of the corridors that balance the current and future needs for movement of both people and freight, and recognise land use and the importance of 'places' (including town centres) along the corridor. In these forums, Ku-ring-gai was aligned with its neighbouring councils in advocating for improved mass transit/bus services along the Mona Vale - Macquarie Park route and the Chatswood-Dee Why/Northern Beaches routes, through the reallocation of road space to higher efficiency modes of transport.</p> <p>Late in 2018, staff also participated with RMS in the early investigations for the development of a Road Action Plan for the Ryde Road/Lane Cove Road corridor. Road Action Plans are a set of actions that arise from the development of the Road Network Plans and consider short, medium and long term actions. There were some early discussions relating to measures to improve bus operations along the corridor.</p>
T1.1.3.3	<p>Liaise with Transport for NSW to co-ordinate and implement connections and upgrades to railway stations.</p> <p>Responsible Officer: Manager Urban Planning</p>	 50%	<p>During the first half of 2018, TfNSW formally announced that funding in the 2018 NSW Budget was set aside for planning accessibility upgrades at Wahroonga and Roseville railway stations. Following the announcement, preliminary discussions regarding transport matters around Wahroonga Station with TfNSW staff were held, however no further progress has been made. There has been no initiation of discussions or proposals for Roseville railway station by TfNSW yet. Council staff will work with TfNSW to progress the planning of these accessibility upgrades, but this is a project driven by TfNSW and subject to its timings.</p>

Term Achievement

Code	Description	Progress
T1.1.4	<p>The community is informed, educated and encouraged to use alternative forms of transport.</p> <p>Responsible Officer: Director Strategy & Environment</p>	
Comments		
<p>During the period, Council continued to keep the community informed and educated regarding alternative methods of travel. Council held it's annual, Ride2Work day on Wednesday 17 October 2018 which was well received by participants.</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
T1.1.4.1	<p>Deliver education and awareness programs focussed on alternatives to private car use.</p> <p>Responsible Officer: <i>Manager Urban Planning</i></p>	 50%	<p>Council's annual cycling promotional event, Ride2Work, was held on 17 October 2018 at Gordon Recreation Ground. The number of attendees was quite healthy considering light rain appeared towards the end of the peak period (around 7am).</p> <p>From the participant surveys conducted this year, riders came to the event from areas such as Gordon, St Ives, Pymble, Turramurra, Killara and Roseville and from as far as Hornsby, Mt Colah and Mt Ku-ring-gai. The most popular destination was Sydney/ CBD, while other work destinations included Redfern, Double Bay, Macquarie Park/ North Ryde and Thornleigh.</p>


Issue: T2: Local Road Network


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

Term Achievement

Code	Description	Progress
T2.1.1	<p>Safety and efficiency of the local road and parking network are improved and traffic congestion is reduced.</p> <p>Responsible Officer: <i>Director Operations</i></p>	
Comments		
<p>A review of the 10 year Traffic and Transport Plan was completed with consultation taking place with internal stakeholders. The final draft plan will be reported to the Ku-ring-gai Traffic Committee in February 2019, and Council for consideration and adoption during the first quarter of 2019.</p> <p>As part of the Lindfield Village Green project, Council endorsed the investigation of paid parking as a funding mechanism and parking management solution across all the local centre projects. Subsequently, a Paid Parking Strategy for the local government area (LGA) was placed on public exhibition in November 2018. Submissions will be reviewed in early 2019 before reporting the matter back to Council for consideration in the first half of 2019.</p>		

Operational Plan Tasks


Code	Description	Progress	Comments
T2.1.1.1	<p>Complete and implement a Parking Management Plan.</p> <p>Responsible Officer: <i>Manager Compliance & Regulation</i></p>	 50%	<p>Councillors have been briefed by members from the Strategy and Environment Department on possible solutions engaging paid parking strategies within the LGA. Parking regulation continued with officers regulating time restrictions and other road rules restrictions.</p>
Key Achievements			
Local parking restrictions continued to be monitored by rangers group.			

T2.1.1.2	<p>Implement the 10 year Traffic and Transport Program.</p> <p>Responsible Officer: Manager Traffic & Transport</p>	 45%	<p>Although not completely finalised, the current Plan is continuing to be used when selecting the sites for RMS black spot funding. Council has applied for funding for the protected right turn bay at the intersection of Burns Road and Ellalong Road, North Turramurra in the 2019/20 Blackspot Program. This intersection improvement is in Council's 10 year Traffic and Transport Plan.</p> <p>The project nominated in the 2019/20 RMS black spot funding program includes the section of Burns Road at Cowan Creek (i.e. between Ellalong Road and Warrimoo Road), which has a moderate priority in the list of Ranked Sites for Traffic Management Works (which informs the 10 year Traffic and Transport Plan). Therefore, where the priorities in the current 10 year Traffic and Transport Plan present funding or treatment challenges, the projects in the list of Ranked Sites for Traffic Management Works is serving as the interim guidance as to where Council should be concentrating its traffic management efforts.</p> <p>Reason</p> <p>Workloads on other projects has resulted in this task not progressing as quickly as expected.</p> <p>Remedial Action</p> <p>In terms of the update of the 10 year Traffic and Transport Plan, the draft list of projects for the 10 year period has been developed and will be reviewed early in 2019. Once the final draft of the Plan is completed, it will be circulated internally for feedback/comment, after which it will be reported to Council for consideration and adoption.</p>
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Issue: T3: Regional Transport Network



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

Term Achievement

Code	Description	Progress
T3.1.1	<p>A strategic access, traffic and transport plan is being implemented for the Northern Sydney Region.</p> <p>Responsible Officer: Director Strategy & Environment</p>	
Comments		
<p>A strategic access, traffic and transport plan is being implemented for the Northern Sydney Region through the responses to implement the Department of Planning and Environment (DPE) and the Greater Sydney Commission (GSC) North District Plan.</p>		

Operational Plan Tasks

Code	Description	Progress	Comments
T3.1.1.1	<p>Monitor and report on progress of the NorthConnex link.</p> <p>Responsible Officer: Manager Traffic & Transport</p>	 50%	<p>During the reporting period, the M2 Motorway integration works were completed and the speed limit of the M2 Motorway west of the Pennant Hills Road intersection was reinstated to 100 km/h. The westbound upgrade has boosted capacity on the M2 and will provide a dedicated lane for motorists exiting the NorthConnex tunnel when finished. Work continues to build new tunnel entry and exit points at the southern interchange, where the speed limit remains 80 km/h. The new lanes and pedestrian path on Pennant Hills Road at Pearce's Corner (between Russell Avenue and Pacific Highway) opened to traffic in November 2018.</p>

			<p>Major tunnelling work was completed, and the project is commencing a new phase which includes completing the tunnel lining, equipment fit-out of the tunnels and road pavement construction. Surface works continue, and include the Motorway Control Centre, ventilation facility/ monitoring facility (West Pennant Hills), and the northern ventilation facility/ noise walls (M1 Motorway Wahroonga). A 50m crane has been installed at Wahroonga near the M1 Pacific Motorway, to help build the Northern Ventilation Facility and noise walls.</p> <p>Since major tunnelling works have been completed, spoil haulage to Hornsby Quarry has started to reduce with the final spoil is due in early 2019.</p>
T3.1.1.2	<p>Collaborate with regional partners to advocate for improved traffic and transport in the Northern Sydney region.</p> <p>Responsible Officer: Manager Urban Planning</p>	 50%	<p>Through the Technical Working Groups organised by the Greater Sydney Commission, Council staff (along with other LGAs in the North District) have been able to advocate for improvements to transport facilities and infrastructure.</p> <p>During the period, staff have also been participating with staff from surrounding councils in RMS workshops in the development of Road Network Plans for key arterial roads in the Northern Sydney region. Road Network Plans set out a plan for the management, operation and development of arterial road corridors, supporting the delivery of the NSW Government Future Transport Strategy 2056. They present opportunities for management, operation and development of the corridors that balance the current and future needs for movement of both people and freight, and recognise land use and the importance of 'places' (including town centres) along the corridor.</p> <p>Staff have also been participating with NSROC and its member councils on the development of the Northern Sydney Regional Transport Infrastructure Strategy & Plan, which is a series of evidence-based strategies and action plans to address the challenge of meeting the expected transport infrastructure deficit through timely delivery of key transport projects within the region. Once completed, the strategies and action plans are intended to be used as a tool to articulate NSROC's priorities to higher levels of government and to attract funding or accelerate the timing of critical transport infrastructure projects. In early 2019, it is expected that the task of developing the Strategy will be offered by NSROC to suitably qualified consultants, and a project steering group will be formed (which will include Transport for NSW and Greater Sydney Commission representatives) to oversee the Strategy.</p>
T3.1.1.3	<p>Plan for works in response to development in local centres.</p> <p>Responsible Officer: Manager Urban Planning</p>	 50%	<p>Works in the Ku-ring-gai Contributions Plan 2010 have been included in the 10 year Traffic and Transport Plan (currently being updated) 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.</p> <p>Progress on projects of note during the reporting period include:</p> <ul style="list-style-type: none"> • <i>Gordon Local Centre transport planning:</i> <p>The Dumaresq Street to Moree Street road link is partially complete, with the northern section now operational and providing vehicular access to the adjoining high density residential development at 28-30 Dumaresq Street. The remaining section of road link (between Moree Street and the midway low point) is progressing.</p>

Once complete it will provide full vehicular, pedestrian and bicycle access between Moree Street and Dumaresq Street, as well as access to other adjoining residential developments.

During the period, there was no further progress in commencing a design for the modification and widening of Fitzsimons Lane, in connection with voluntary planning agreements (VPAs) with adjoining mixed use developments. The coordination of this project will fall under the new position of Public Domain Coordinator, who is expected to commence this project around March 2019.

In September new traffic, pedestrian and cycle counts were undertaken in the Gordon local centre, to inform transport modelling of the Gordon local centre road network to assess the impacts of additional development associated with housing targets outlined in the recently released North District Plan prepared by the Greater Sydney Commission (GSC). Traffic counts are required as inputs into a software model, so that the impacts of additional development on the Gordon road network can be assessed accordingly.

• *Lindfield Local Centre:*

RMS is still reviewing the configuration of new traffic signals at the intersection of Pacific Highway and Strickland Avenue, and concurrence needs to be received before this project can progress further.

A report on the Voluntary Planning Agreement (VPAs) for the widening of Havilah Lane was considered by Council and resolved to be placed on statutory public exhibition and report it back after the close of the exhibition. The revised draft VPA was exhibited from Thursday 5 July 2018 to Friday 3 August 2018. Following the exhibition, the matter was reported back to Council on 28 August 2018. Council adopted the recommendations generally to enter into the Planning Agreement and is now awaiting final execution. Once the VPA is finally executed, planning could commence on improving vehicle access, pedestrian facilities and the streetscape in Havilah Lane.


In November 2018, new traffic, pedestrian and cycle counts were undertaken in the Lindfield local centre, to inform transport modelling of road network to assess the impacts of additional development associated with housing targets outlined in the recently released North District Plan prepared by the Greater Sydney Commission (GSC). Traffic counts are required as inputs into a software model

• *Turrumurra Local Centre:*


During the period, a meeting was held with Sydney Trains to discuss technical aspects of the proposed new road bridge over North Shore railway line (connecting Ray Street and Rohini Street) as they relate to Sydney Trains.

Updated traffic, pedestrian and cycle counts were undertaken in the Turrumurra local centre, to inform transport modelling of the Turrumurra local centre road network to assess the impacts of additional development associated with housing targets outlined in the recently released North District Plan prepared by the Greater Sydney Commission (GSC). Traffic counts are required as inputs into a software model, so that the impacts of additional development on the Turrumurra road network can be assessed accordingly.

Term Achievement

Code	Description	Progress
T3.1.2	Council engages with the State Government to upgrade regional roads and reduce congestion in the local road network. <i>Responsible Officer: Director Strategy & Environment</i>	
Comments		
A funding application was made to the Roads and Maritime Services (RMS) under the 2019/20 Black Spot program for the Burns Road, Turramurra construction of a median barrier between Warrimoo Avenue and Bedford Road and the installation of a protected right turn bay at Ellalong Road. Successful projects are announced by RMS just prior to the commencement of the 2019/20 financial year.		

Operational Plan Tasks


Code	Description	Progress	Comments
T3.1.2.1	Pursue funding opportunities with Roads and Maritime Services (RMS) for improvement works on regional roads and at blackspot locations. <i>Responsible Officer: Manager Urban Planning</i>	 50%	In March 2018, RMS notified Council that it was unsuccessful for funding under the 2018/19 Black Spot program, however RMS advised the projects nominated by Council that were endorsed (by RMS) but not successful could be re-nominated in the 2019/20 Black Spot program. These were: <ul style="list-style-type: none"> • Lady Game Drive, Lindfield - upgrade of roundabout at the intersection with Moore Street/Highfield Road to two lane roundabout. • Pacific Highway, Lindfield - install new traffic signals at the intersection with Strickland Avenue. <p>The 2019/20 Black Spot program closed on 31 July 2018. As part of the evaluation of potential nominations, the sites mentioned above were re-assessed. Due to updated crash data, the proposal at Lady Game Drive, Killara (upgrade of roundabout at the intersection with Moore Street/Highfield Road to two lane roundabout) was found to be ineligible. Given the ongoing uncertainty from RMS regarding the configuration of the intersection of Pacific Highway and Strickland Avenue, this site was not considered for re-nomination to the Black Spot program.</p> <p>Traffic conditions in Burns Road (between Warrimoo Avenue and Ellalong Road) were considered by the Ku-ring-gai Traffic Committee in November 2018. The Committee recommended that Council apply for funding under the Blackspot Program to introduce measures to minimise the risk of head-on collisions. This recommendation was adopted by Council in December 2018. Therefore, the following funding application was made to the 2019/20 Black Spot program:</p> <ul style="list-style-type: none"> • Burns Road, Turramurra - construct median barrier between Warrimoo Avenue and Bedford Road, and install protected right turn bay at Ellalong Road (\$840,000). <p>Successful projects are normally notified by RMS just prior to the commencement of the 2019/20 financial year (typically May/June).</p>

Theme 5: Local Economy and Employment




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

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

Term Achievement

Code	Description	Progress
E1.1.1	Ku-ring-gai's opportunities and assets are promoted and strengthened to attract business and employment to the area. <i>Responsible Officer: Director Community</i>	
Comments		
Council staff engage local businesses on an ongoing basis regarding major projects. In November 2018, a number of local businesses were involved with the Lindfield Village Hub workshops, sharing their views about development options for the site. Council's business engagement events program continues. In the current financial year 480 local businesses have attended events with positive feedback received. A comprehensive program of events will continue in 2019.		


Operational Plan Tasks

Code	Description	Progress	Comments
E1.1.1.1	Provide opportunities for local businesses to be involved in the planning for delivery of major centre upgrades. <i>Responsible Officer: Manager Corporate Communications</i>	 50%	Council staff engage local businesses on an ongoing basis regarding major projects. In November 2018, a number of local businesses were involved with the Lindfield Village Hub workshops, sharing their views about development options for the site.
E1.1.1.2	Continue to engage and collaborate with the local business community on economic development priorities, actions and relevant issues. <i>Responsible Officer: Manager Corporate Communications</i>	 50%	Council uses various communication touch points to maintain ongoing conversations with the local business community about economic development issues and related matters. Council's business e-news now reaches over 900 local businesses. The business engagement events also provide an opportunity for Council to have regular one to one contact business stakeholders.
E1.1.1.3	Continue Councils comprehensive business engagement events program. <i>Responsible Officer: Manager Corporate Communications</i>	 50%	Council's business engagement events program continues. In the current financial year 480 local business have attended events with positive feedback received. A comprehensive program of events will continue in 2019.




Issue: E2: Partnering for business and employment growth

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

Term Achievement

Code	Description	Progress
E2.1.1	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>	
Comments		
Council joined the Easy to Do Business Program in mid-2018. Since this time Council staff have been in regular contact with Service NSW and the Office of the NSW Small Business Commissioner to provide feedback and comments on the program. The program is being expanded to incorporate the housing construction sector. Council staff will liaise closely with Service NSW to incorporate this new area of business.		


Operational Plan Tasks

Code	Description	Progress	Comments
E2.1.1.1	Investigate internal council compliance processes that impact local business, identifying opportunity for efficiencies to lessen the burden on local businesses. Responsible Officer: <i>Manager Corporate Communications</i>	 50%	Internal discussions have taken place to address this task, particularly in light of Council joining the Service NSW Easy to Do Business (EtdB) initiative. Staff are investigating internal processes beyond the scope of EtdB to ascertain if efficiencies to process impacting local businesses can be made.
E2.1.1.2	Liaise with neighbouring councils and NSROC to explore opportunities to encourage a regional approach to economic development and business engagement. Responsible Officer: <i>Manager Corporate Communications</i>	 50%	A proposal was put to NSROC to form an Economic Development Professional Officers' Group but was not supported by the General Managers Advisory Committee. An informal group will continue with an aim to meet on a quarterly basis.
E2.1.1.3	Investigate and if appropriate implement the Service NSW Easy to Do Business Program. Responsible Officer: <i>Manager Corporate Communications</i>	 50%	Council joined the Easy to Do Business Program in mid-2018. Since this time, Council staff have been in regular contact with Service NSW and the Office of the NSW Small Business Commissioner to provide feedback and comments on the program. The program is being expanded to incorporate the housing construction sector. Council staff will liaise closely with Service NSW to incorporate this new area of business.


Issue: E3: Tourism and visitation opportunities


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

Term Achievement

Code	Description	Progress
E3.1.1	Tourism business has been strengthened and expanded. Responsible Officer: <i>Director Community</i>	
Comments		
The restructure and subsequent recruitment of a new manager to lead and implement the Destination Management Plan is complete with the manager commencing in March 2019. Council continues to explore opportunities to increase tourism and visitation through new events and programs.		

Operational Plan Tasks

Code	Description	Progress	Comments
E3.1.1.1	Facilitate marketing and promotional activities that support local events both new and existing. Responsible Officer: <i>Manager Corporate Communications</i>	 50%	All events were successfully promoted throughout the period in conjunction with Council's communications team and external agencies. Major activities such as the St Ives Medieval Faire, Wildflower Art and Garden Festival, Wildflower Garden 50th Anniversary and the monthly Sunday Soundgarden concerts were well promoted. Regular Wildflower Garden activities were promoted extensively. Events for outside hirers such as St Ives Orchid Fair were also assisted.
Key Achievements			
The St Ives Medieval Faire was the most successfully run Faire so far with record attendance and box office due to a strong program, better facilities and a well coordinated marketing plan.			


E3.1.1.2	<p>Commence key actions identified in the Ku-ring-gai Destination Management Plan.</p> <p>Responsible Officer: <i>Director Community</i></p>	 50%	<p>A re-structure has taken place in Council with a new department, Visitation and Events, established. This department will oversee activities at St Ives Precinct and carry out tourism and events activities outlined in the Destination Management Plan.</p> <p>A Heads of Agreement has been sent to Ecoline and more detailed discussions are expected to take place in January/February 2019. Once the Heads of Agreement has been finalised a paper will be distributed to Council. Council received advice that the Organic Food Markets cannot proceed and a new Expression of Interest must be carried out. This will happen in the first quarter of 2019.</p>
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Theme 6: Leadership and Governance




Issue: L1: Leadership

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


Term Achievement

Code	Description	Progress
L1.1.1	The priorities of our community are reflected in the Ku-ring-gai Community Strategic Plan and inform Council's policy development, decision-making and program delivery. <i>Responsible Officer: General Manager</i>	
Comments		
The community's long term objectives have been included in the newly revised Community Strategic Plan 2038 (CSP). These objectives are reflected in Council's adopted plans and strategies developed under the Integrated Planning & Reporting Framework (IP & R). All IP & R plans and strategies are developed with internal and external stakeholder engagement and consultation.		


Operational Plan Tasks

Code	Description	Progress	Comments
L1.1.1.1	Communicate Council's planning and reporting to external stakeholders including issues, challenges and opportunities affecting the achievement of agreed outcomes for Ku-ring-gai. <i>Responsible Officer: Manager Integrated Planning, Property & Assets</i>	 50%	During the reporting period Council's planning and reporting of services, projects and programs was extensively promoted to stakeholders and the broader community through media releases and summaries of achievements on Council's website, publishing the results of the 2017-2018 June Bi-annual Report and Council's new Integrated Planning and Reporting documents. This included identification of issues and challenges during 2017/18 which continued to be addressed in the current plans. They include responding to changes to local government legislation and regulations, responding to significant biodiversity legislative changes and continued administrative and governance support for the Local Planning Panel. Opportunities included the progression of Activate Ku-ring-gai projects for Lindfield and Turramurra local centres, progression of the Marian Street renewal project, East Lindfield Community Centre project and multi-use sporting facility at St Ives High School.
L1.1.1.2	Prepare Integrated Planning and Reporting documents and complete all statutory reporting required under the Local Government Act 1993 and Integrated Planning and Reporting Framework. <i>Responsible Officer: Manager Integrated Planning, Property & Assets</i>	 50%	The progress of the suite of Integrated Planning and Reporting plans including the Community Strategic Plan 2038, Delivery Program 2018-2021 and Operational Plan 2018-2019 and Resourcing Strategy 2018-2028 are reported quarterly and bi-annually to Council. During the reporting period the 2017/18 Annual Report was completed and submitted to the Office of Local Government and the internal September Quarter review of the Delivery Program and Operational Plan were completed within required timeframes.
L1.1.1.3	Report on the progress of the adopted Community Strategic Plan and Council's Delivery Program 2018 - 2021. <i>Responsible Officer: Manager Integrated Planning, Property & Assets</i>	 50%	All required monitoring and reporting on progress of the Community Strategic Plan was completed for the six months period. This included the internally reported September Quarter review of the Delivery Program and Operational Plan. Results of this review indicated that the majority of tasks for 2018/19 were progressing to schedule. Remedial actions were identified for any delayed tasks to be undertaken in subsequent periods.


Term Achievement

Code	Description	Progress
L1.1.2	Council leads the community by advocating, influencing and participating in policy development to the benefit of the local area. <i>Responsible Officer: General Manager</i>	
Comments		
Councillors and Council officers continue to participate in, advocate for and respond to policy development affecting Ku-ring-gai at state and regional levels through representative groups and committees		


Operational Plan Tasks

Code	Description	Progress	Comments
L1.1.2.1	Proactively participate in and respond to Government policy development and reforms affecting Ku-ring-gai at state and regional levels aligned with the adopted Community Strategic Plan. <i>Responsible Officer: Manager Integrated Planning, Property & Assets</i>	 50%	During the period Councillors and Council officers continued to participate in, advocate for and respond to policy development affecting Ku-ring-gai through state and regional representative groups and committees. This included: <ul style="list-style-type: none"> • Introduction of new guidelines and codes for Councillor induction and professional development and meeting practice. • Participation in local government working groups to implement the Greater Sydney Regional Plan and North District Plan. • Representation on NSROC regional groups. • Councillor representation on external and regional committees.

Term Achievement

Code	Description	Progress
L1.1.3	Partnerships are established with government agencies, regional and local organisations and community groups and are working to achieve Ku-ring-gai's community outcomes. <i>Responsible Officer: General Manager</i>	
Comments		
Councillors and Council officers continue to establish partnerships to advocate for and respond to policy development affecting Ku-ring-gai at state and regional levels through representative groups and committees		

Operational Plan Tasks


Code	Description	Progress	Comments
L1.1.3.1	Pursue opportunities for partnership arrangements with other agencies, organisations and community groups that provide tangible benefits to the local area. <i>Responsible Officer: Manager Integrated Planning, Property & Assets</i>	 50%	Council continued its active partnership arrangements with agencies, organisations and community groups for the benefit of the Ku-ring-gai community. This included: <ul style="list-style-type: none"> • Membership of the North Shore Regional Organisation of Councils (NSROC). • Participation in NSROC regional groups and forums on transport, growth, community services and communication. • Collaboration with the NSW Office of Small Business and local Chambers of Commerce. • Delivery of sport facility improvements in conjunction with local sporting organisations and coordination of programming with the YMCA for the Ku-ring-gai Fitness and Aquatic Centre. • Working with local youth organisations and schools to deliver relevant youth programs to the community.

			<ul style="list-style-type: none"> Supporting reference and advisory committees, including community stakeholder representatives, established for major projects, the Lindfield Village Hub and local heritage. Supporting the graffiti removal partnership with the Rotary Club of Turramurra.
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Issue: L2: Financial capacity and sustainability

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

Term Achievement

Code	Description	Progress
L2.1.1	Council maintains and improves its long term financial position and performance. <i>Responsible Officer: Director Corporate</i>	




Comments



Council's 2019/20 annual budgeting process commenced in December 2018. As part of this process the Long Term Financial Plan (LTFP), including financial assumptions, forecasts and key targets will be reviewed and updated to reflect any material changes from the current year. Council is committed to continuously improve its financial position and performance by ensuring that all estimates in its LTFP are realistic and measurable. Key financial indicators are identified and targets are in place to make sure these are achieved or overachieved compared to industry benchmarks. Council's current funding strategy will be reviewed in line of the new long term estimates. Further analyses have been undertaken during January and will continue through February to review budget inputs and prepare a Draft Annual Budget and LTFP by end of February 2019. Consultation with senior management and Councillors will be undertaken as part of this review.

Council approved property acquisitions and divestments are also progressing. Further details are provided below:


- Balfour Lane - Call Option Deed for Contract for Sale of Land executed between Council and Coles.
- 90 Babbage Road is on the market for sale through Savills Real Estate Gordon.
- 97 Babbage Road - divestment delayed pending a threatened species flora and fauna assessment which has now been completed. No scheduled flora or fauna are recorded on site.
- Proposed sale of 158sqm of Council land to Roseville Memorial Return Services League to be the subject of a Voluntary Planning Agreement.

Operational Plan Tasks



Code	Description	Progress	Comments
L2.1.1.1	Review Long Term Financial Plan based on 10 year forecasts as part of the Resourcing Strategy. <i>Responsible Officer:</i> <i>Manager Finance</i>	 50%	The Long Term Financial Plan (LTFP) will be reviewed as part of the annual budgeting process for 2019/20. This commenced in late December and further analyses are being performed in January and February 2019. A Draft Annual Budget and LTFP is expected to be finalised by end of February.
L2.1.1.2	Achieve financial sustainability targets identified in the Long Term Financial Plan. <i>Responsible Officer:</i> <i>Manager Finance</i>	 50%	The Long Term Financial Plan (LTFP) will be reviewed as part of the annual budgeting process for 2019/20. As part of this review all financial indicators will be assessed to make sure they achieve set benchmarks and are part of Council's future funding strategy. A Draft LTFP is expected to be finalised by end of February for discussion with senior management and Councillors.
L2.1.1.3	Ensure Council maintains its financial position by meeting overall budget performance. <i>Responsible Officer:</i> <i>Manager Finance</i>	 50%	The overall budget performance is regularly monitored with a detailed review and reporting to Council on a quarterly basis. The upcoming December QBR is due to commence in mid - January 2019 and will be reported to Council on 26 February 2019. The December quarterly review will analyse the budget performance against actuals year to date and highlight any budgetary issues arising from the review.

L2.1.1.4	<p>Progress Council approved property acquisitions and divestments.</p> <p>Responsible Officer: <i>Manager Integrated Planning, Property & Assets</i></p>	 50%	<p>The following progress has been made during the period:</p> <ul style="list-style-type: none"> • Balfour Lane - Call Option Deed for Contract for Sale of Land executed between Council and Coles. • 90 Babbage Road is on the market for sale through Savills Real Estate Gordon. • 97 Babbage Road - divestment delayed pending a threatened species flora and fauna assessment which has now been completed. No scheduled flora or fauna are recorded on site. • Proposed sale of 158sqm of Council land to Roseville Memorial Return Services League to be the subject of a Voluntary Planning Agreement.
L2.1.1.5	<p>Improve financial returns from Council's property portfolio.</p> <p>Responsible Officer: <i>Manager Integrated Planning, Property & Assets</i></p>	 50%	<p>All revenue opportunities from easements have been pursued. Easement negotiations for 2-4 Marian Street and 2 Buckra Street have been finalised with compensation paid to Council. All commercial lease/licence opportunities have been negotiated in accordance with Council's Commercial Leasing Policy and achieve market rents.</p>


Term Achievement

Code	Description	Progress
L2.1.2	<p>Council's income and expenditure meets the needs of the community.</p> <p>Responsible Officer: <i>Director Corporate</i></p>	
<p>Comments</p> <p>The income and expenditure form part of Council's adopted Annual Budget. Actual performance against budget is monitored on a monthly basis and any major variations to budget are reported to Council on a quarterly basis. As at the latest adopted Quarterly Budget Review (QBR) - September 2018 the projected financial position for 30 June 2019 was satisfactory, taking into account the projected estimates of income and expenditure and the original budgeted income and expenditure. Staff is currently finalising the December QBR to Council scheduled for the OMC on 26 February 2019. All significant budget variations will be reflected in the report, however, at this stage no material unfavourable variations are expected.</p>		




Operational Plan Tasks

Code	Description	Progress	Comments
L2.1.2.1	<p>Monitor expenditure to ensure it is in accordance with agreed priorities of the community.</p> <p>Responsible Officer: <i>Manager Finance</i></p>	 50%	<p>Actual income and expenditure is monitored against budget on a monthly basis. Monthly financial reports comparing actuals to budget are provided to management for review and information. Further discussions on budget performance are held with each department on a quarterly basis.</p>
L2.1.2.2	<p>Continue to analyse opportunities for sustainable increases to Council's income.</p> <p>Responsible Officer: <i>Manager Integrated Planning, Property & Assets</i></p>	 50%	<p>Heads of Agreement have been prepared and issued with valuations to be obtained to determine market rent.</p>

Term Achievement

Code	Description	Progress
L2.1.3	Council maintains its commitment to infrastructure asset management priorities. <i>Responsible Officer: Director Corporate</i>	
Comments		
Council's adopted Resourcing Strategy which comprises of the Long Term Financial Plan (LTFP) Asset Management Strategy (AMS) and Workforce Management Strategy (WMS) allocates funding and resources for priority projects and infrastructure assets to provide services to the community. The LTFP and AMS details Council's continued commitment to our infrastructure assets by allocating funds for maintenance, renewal and upgrades to improve asset conditions. Each year Council's Asset Management Steering Group (AMSG) develops a program plan which includes a number of actions and allocates organisational resources to achieve the objectives of the Resourcing Strategy.		


Operational Plan Tasks

Code	Description	Progress	Comments
L2.1.3.1	Identify available funding sources in the Long Term Financial Plan and allocate to priority projects and assets. <i>Responsible Officer: Manager Finance</i>	 50%	The current Long Term Financial Plan (LTFP) allocates sufficient funding to priority projects and infrastructure assets to meet all identified assets and financial performance benchmarks. As part of the upcoming annual budget process and LTFP review, priority projects and new budget requirements will be reviewed and funds allocated as required. Council continues to maintain its commitment to infrastructure assets and decreasing the current infrastructure backlog.
L2.1.3.2	Achieve asset management targets identified in Resourcing Strategy. <i>Responsible Officer: Manager Integrated Planning, Property & Assets</i>	 50%	Reported to Council as part of the quarterly budget update by Finance.
L2.1.3.3	Oversee the delivery of the Asset Management Steering Group Program Plan. <i>Responsible Officer: Manager Integrated Planning, Property & Assets</i>	 50%	The Asset Management Steering Group (AMSG) Program Plan 2018/2019 was finalised in December 2018. Program Plan tasks and milestones are reviewed monthly by the AMSG.





Issue: L3: Good Governance and Management


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

Term Achievement

Code	Description	Progress
L3.1.1	Integrated risk management, compliance and internal control systems are in place to identify, assess, monitor and manage risks throughout the organisation. <i>Responsible Officer: Director Corporate</i>	
Comments		
Integrated risk management, compliance and internal control systems are in place to identify, assess, monitor and manage risks throughout the organisation. Council maintains fully compliant ERM and WHS systems and effectively manages its insurance portfolio. The internal audit program is fully operational and successful coordination of the North Shore Internal Audit function is ongoing. Phase 1 of the Project Management Framework was delivered on time and within available resources.		


Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.1.1	<p>Manage and coordinate a compliant and effective Enterprise Risk Management system.</p> <p>Responsible Officer: <i>Manager People & Culture</i></p>	 70%	<p>Council maintains a fully compliant and effective Enterprise Risk Management (ERM) system.</p> <p>A number of continuous improvement initiatives have progressed on Councils ERM during the period including; ongoing review/improvement of ERM tool, review of ARIC reporting requirements and engagement of a Risk Maturity consultant.</p>
Key Achievements			
The ERM has been assessed against the Audit Office of NSW Risk Maturity process by external parties and we are in the process of developing an action plan to further develop and enhance the ERM.			
L3.1.1.2	<p>Manage, coordinate, support and facilitate the effective operation of Council's Internal Audit function.</p> <p>Responsible Officer: <i>Manager People & Culture</i></p>	 60%	<p>Councils internal audit function continues to operate effectively. The following actions took place during the period:</p> <ul style="list-style-type: none"> • Development and approval of an internal audit plan taking into account the overall internal audit plan for the shared service. • Near completion of an internal audit of the Council's complaint management processes. This is 90% completed as at 31/12/18 with the final internal audit report to be distributed after recommendations are endorsed by Senior Management. • Commencement of a data review of accounts payable processes.
Key Achievements			
<ul style="list-style-type: none"> • Internal audit methodology continues to be reviewed and revised where required. • Reporting presentation standards being revised. • Internal audit software from the previous shared service is being utilised for ease of continuity - an assessment of its continued usage remains under review. • Internal Audit Plan for 2019 accepted by management and ARIC. 			
L3.1.1.3	<p>Coordinate, support and facilitate the effective management of Council's insurance portfolio.</p> <p>Responsible Officer: <i>Manager People & Culture</i></p>	 100%	<p>Council continues to manage its insurance portfolio and claims process in a fully compliant and effective manner.</p>
Key Achievements			
Internal procedures have been developed and implemented. Reporting is provided in the Quarterly Reports to GMD and reports provided to the Audit Risk & Improvement Committee.			
L3.1.1.4	<p>Manage and coordinate a compliant and effective WHS Management system.</p> <p>Responsible Officer: <i>Manager People & Culture</i></p>	 70%	<p>Council maintains an effective and compliant WHS Management system. A number of continuous improvement initiatives have progressed on Councils WHS Management system during the period including; implementation of revised consultation arrangements, development of a business case to review our WHS from compliance to a performance based system.</p>
Key Achievements			
Major challenge will be to engage a maternity leave replacement for our WHS Officer for 2019.			

L3.1.1.5	<p>Coordinate the efficient and effective delivery of the North Shore Council's Internal Audit Service.</p> <p>Responsible Officer: <i>Manager People & Culture</i></p>	 60%	<p>The North Shore Internal Audit Function continues to operate effectively. The following actions took place during the period:</p> <ul style="list-style-type: none"> • Developed an integrated 2019 internal audit plan for the 6 councils comprising the shared service based on risk profiles and a collection of internal audits that lend themselves to shared learnings. • 2018 internal audit plans that were revised upon transition to Ku-ring-gai largely achieved. • Presented plans and revised methodology at the ARIC's of the 6 respective councils. • HIA built up networks at each Council by meeting with key staff to perform validation reviews of past internal audit recommendations made over the past 3-5 years.
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Key Achievements


- Closure or re-validation of historic internal audit recommendations to prepare for revised 2019 reporting formats to ARICs.
- Successfully presented 2019 Internal audit plans to ARIC that were subsequently agreed to and endorsed by ARIC.
- Improved reporting presentations (subject to further consolidation in the first quarter of 2019).
- Through an unplanned absence found that the 2 Internal Auditors require the development of knowledge for the continued running of the internal audit function in HIA absence and for professional development purposes (discussed at PERFORM review).
- Internal audit information sheet prepared which will be placed on respective Council intranets for greater awareness/promotion of the service provided by the Internal Audit function.
- Staff attended LGIAN (Local Govt Internal Audit Network) forums run by the network and the Institute of Internal Auditors (IIA).
- Communication protocols with all stakeholders require enhancement to ensure progress to audit plans do not slip. Staff requested to report on actual vs budgeted days taken for 2018 audits conducted.

L3.1.1.6	<p>Facilitate the design, development and delivery of Councils Project Management Framework.</p> <p>Responsible Officer: <i>Manager People & Culture</i></p>	 60%	<p>Work has continued on the design of Councils Project Management Framework with the following major milestones completed:</p> <ul style="list-style-type: none"> • PPM software was launched on 3/12/18 and is integrated to Council's 'Project Bids' processes. • Timeline for Phase 2 of the project developed.
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Key Achievements

The system is live and staff have been trained in the process. Policy and procedures are under development.

Term Achievement






Code	Description	Progress
L3.1.2	<p>Council's Governance framework is developed to ensure probity and transparency.</p> <p>Responsible Officer: <i>Director Corporate</i></p>	


Comments

Council's governance framework continues to be monitored and improved. Key achievements this reporting period include:

- Development of new procurement policies and procedures
- Improvements to IP&R reporting
- An expansion of Council's controlled document register to include procedures, codes and terms of reference (in addition to policies)
- Converting the Team Leader Governance position to a Senior Governance Officer, and minor amendments to the governance team structure, bringing a higher level of skills, knowledge and professionalism to the governance team; and
- The implementation of Individual Professional Development Plans for Councillors, ahead of the mandatory legislative requirements.



Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.2.1	Business papers and associated minutes are published in an accurate and timely manner for public scrutiny and to encourage community participation. Responsible Officer: <i>Manager Records & Governance</i>	 50%	During the reporting period from July - December 2018 there were 10 Ordinary Meetings of Council and 3 Audit Committee meetings. Business Papers for each of the meetings was produced and delivered on time.
L3.1.2.2	Facilitate training and professional development opportunities for councillors including ethics and code of conduct training. Responsible Officer: <i>Director Corporate</i>	 50%	First year Individual Professional Development Plans (IPDPs) were completed and most Councillors have fulfilled their plans. Development of plans for second year of the Council term, in line with the new OLG guidelines, will commence in February following a full review of the guidelines.
L3.1.2.3	Comply with the Government Information (Public Access) and Privacy and Personal Information Acts (PIPP). Responsible Officer: <i>Manager Records & Governance</i>	 50%	During the reporting period July - December 2018, Council received 22 formal GIPA applications and 562 informal applications for access to Council information. During the same period one application was referred to the Information and Privacy Commission for external review and one application was subject to an internal review.
L3.1.2.4	Comply with the requirements of the Local Government Act and Regulations. Responsible Officer: <i>Director Corporate</i>	 50%	Regular reports are provided to the Audit and Risk Committee each quarter to monitor compliance and assist the Committee in reviewing Council's performance in relation to external accountability and legislative compliance obligations: <ul style="list-style-type: none"> • Compliance and Reporting Requirements – provides a summary of actions taken in the reporting period against compliance and reporting requirements listed in the Calendar of Reporting and Compliance Obligations provided by the Office of Local Government. • Summary of Relevant Circulars, Legislative Updates and Matters Arising – provides a summary of actions taken in the reporting period in response to relevant circulars, legislative updates and other matters arising that impact the local government sector. An overview of individual obligations under the Privacy and Personal Information Protection Act, (PPIPA) 1998, Government Information Public Access Act, (GIPA) 2009 and the State Records Act, 1998 is included as part of induction training for all new staff.
L3.1.2.5	Maintain a policy review program to ensure the currency of all policy documents. Responsible Officer: <i>Manager Records & Governance</i>	 50%	An organisation-wide policy review is ongoing to ensure policies are up to date and consistent with current legislative and regulatory requirements. Recent improvements to the policy management system have been made to improve document control, monitoring, review and reporting capabilities. Further improvements, including a linked legislative database to aid in monitoring legislative changes, have been scoped with the IT department. The General Manager and Directors receive regular reports outlining policies that are due to be reviewed.

<p>L3.1.2.6</p>	<p>Oversee the regular review and update of Council's publicly available registers.</p> <p>Responsible Officer: <i>Manager Records & Governance</i></p>	<p> 50%</p>	<p>Council's public registers continue to be maintained through the MyCouncil system. During the reporting period, process improvements have been identified and implemented to ensure appropriate information is being captured. This includes:</p> <ul style="list-style-type: none"> • The addition of Manager Records & Governance sign-off for all delegation schedules. • Updates to the higher duties form in regards to delegations. • The addition of Codes, Procedures, and Charter/Terms of Reference categories in the controlled document register. <p>Further improvements to the system have been scoped for development, including:</p> <ul style="list-style-type: none"> • Electronic sign off process for delegations. • Development of a legislation table, which can be linked to controlled documents and delegations to aid the management of the legislative updates. • The inclusion of delegation schedule templates, based on position, to ensure consistency across the organisation. <p>A full delegation review project is under way to:</p> <ul style="list-style-type: none"> • Review all delegations in the system. • Identify associated legislation related to each delegation. • Identify position-based delegation schedule templates to ensure consistency across the organisation.
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Key Achievements


During the reporting period, process improvements have been identified and implemented to ensure appropriate information is being captured.

<p>L3.1.2.7</p>	<p>Business and decision-making systems and processes continue to be aligned with the Integrated Planning Framework objectives.</p> <p>Responsible Officer: <i>Manager Integrated Planning, Property & Assets</i></p>	<p> 50%</p>	<p>Council's suite of Integrated Planning and Reporting plans align Council decision-making systems and procedures to these plans. This includes the new project initiation and management procedures, internal reporting to senior management, reporting of major projects and the delivery of asset management strategy.</p>
<p>L3.1.2.8</p>	<p>Maintain transparency and accountability in procurement.</p> <p>Responsible Officer: <i>Manager Procurement & Contracting</i></p>	<p> 50%</p>	<p>Policy and guideline procedures have been drafted and revised based on feedback These are awaiting GMD approval. Council officers consulted with ArcBlue for the review of policies and guidelines. Current reviews include other templates such as the Request for Tender (RFT) and Request for Quotation (RFQ) documents based on advice and feedback.</p>




Key Achievements

- Implementing what has been learned from the Office of local government requirement changes, Corruption Prevention Network Meetings and Training with IACCM
- Simplified policy and guideline procedures under development
- Enhanced knowledge of best practice in local government procurement that can be applied to organisational policies and procedures.


Term Achievement

Code	Description	Progress
L3.1.3	Sustainability is integrated into Council's business framework. <i>Responsible Officer: Director Strategy & Environment</i>	
Comments		
Environmental management training for staff; environmental plans, policies and strategies; environmental risk management; and Council's corporate sustainability program ensure that sustainability is integrated into Council's business framework.		



Operational Plan Tasks


Code	Description	Progress	Comments
L3.1.3.1	Implement the Corporate Sustainability Action Plan and corporate sustainability program. <i>Responsible Officer: Manager Environment & Sustainability</i>	 50%	A number of corporate sustainability initiatives continue to be delivered across Council. Two sustainability events for staff were delivered including a Crop and Swap and a plastic free for beginners workshop. Organic waste and soft plastics recycling continued at the Chambers building, whilst the recycling of Christmas tree waste and tyre waste continued through Operations. Plastic avoidance programs, such as the Boomerang Bags program, have been re-initiated through the restocking of 16 stations across Council Chambers and the Suakin Street Depot with new, reusable boomerang bags. Recycling collection drives collected 7kg of x-rays, 106 pairs of glasses (donated to Lions Club), 5 bags of fabric (donated to Boomerang Bags) and 2 boxes of plastic bottle caps (donated to the Wild Flower Garden for the creation of public art).
Key Achievements			
The supply and installation of a new suite of printers, multifunction devices and a print management solution across Council has had significant environmental benefits, namely reduced paper and consumables wastage and the associated reduction in energy use resulting from machines not operating to print unwanted print jobs. For the period June 2017 to March 2018, usage charges dropped by \$44,924, a 58% reduction compared to the period June 2016 to March 2017, and page counts dropped by 119,965, representing a 6% reduction.			
L3.1.3.2	Utilise the sustainability data management and reporting system to inform investment and management priorities. <i>Responsible Officer: Manager Environment & Sustainability</i>	 50%	For this reporting period, Council's sustainability data management and reporting system was used to monitor Council's building management systems and to identify and resolve multiple issues with building plant, such as HVAC, Solar PV and water filtration systems. A 12 month energy snapshot was also completed using the system, to present to the building services team.
L3.1.3.3	Review policies, strategies and plans to advance sustainability and environmental management. <i>Responsible Officer: Director Strategy & Environment</i>	 50%	A draft Recreation in Natural Areas Strategy is currently being prepared. A Water Sensitive Cities benchmarking workshop was conducted, involving staff from all sections of Council and key state government agency representatives, in October 2018, to inform the development of our Water Sensitive City Strategy.

Term Achievement

Code	Description	Progress
L3.1.4	Council services and programs are provided on the basis of equity, community priorities, and best value for money within available resources. <i>Responsible Officer: General Manager</i>	
Comments		
Council's current Integrated Planning and Reporting plans are supported by organisational resourcing required to deliver services to the community over the next 10 years. To assist with identifying resources Council staff previously completed two service reviews to identify both savings across the organisation and assess service delivery to ensure it is meeting community needs. As a result a restructure of the organisation was adopted by Council in August 2018.		





Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.4.1	Initiate a review of Council's services against community needs, objectives and strategic directions. <i>Responsible Officer:</i> <i>Manager Integrated Planning, Property & Assets</i>	 30%	Council's new Integrated Planning and Reporting plans are supported by organisational resourcing required to deliver services to the community over the next 10 years. To assist with identifying resources Council staff previously completed two service reviews to identify both savings across the organisation and assess service delivery to ensure it is meeting community needs. This work will be further informed by more detailed community satisfaction research on the delivery of council services and facilities, that will be undertaken in the third quarter of 2018/19. Reason The community satisfaction research is programmed for completion in early 2019 to avoid the summer school holiday break. Remedial Action Progress on this task has been programmed for the third quarter of 2018/19.
L3.1.4.2	Report bi-annually to Council on achievement of adopted Customer Service Standards. <i>Responsible Officer:</i> <i>Manager Corporate Communications</i>	 50%	Customer Service (CS) standards are being reviewed to publish online. We are also working with People & Culture who are fine tuning CS Standards to ensure quality and they are up to date.

L3.1.4.3	<p>Maintain Councils website and monitor and report on usage.</p> <p>Responsible Officer: <i>Manager Corporate Communications</i></p>	 <p>50%</p>	<p>For the period 1 July - 31 Dec 2018 Council received 939,131 unique page views on the Council website. This is a 4.13% decrease compared to the previous corresponding period (2017), which may be attributed to an unusually high surge in traffic to the website in September 2017, most likely due to Council elections. Top 10 page statistics are as follows:</p> <ul style="list-style-type: none"> • Home page - 68,787 unique page views • My Library - 35,491 • DA tracing - 29,874 • Find out what's near you - 10,715 • Contact us - 23,295 • Ku-ring-gai Library landing page - 17,056 • Library opening hours - 13,485 • Waste - 13,485 • Book a clean-up - 12,324 • Waste for houses - 10,450
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Key Achievements

During this period, Council acquired a new analytics tool called Hotjar which provides more insights on how users are interacting with Councils web pages. Using these insights, Council has made a range of changes to the layout and labelling of content on our website which has led to an improved and more efficient user experience.

L3.1.4.4	<p>Maintain Council's record management system and provide records management services including training and advice.</p> <p>Responsible Officer: <i>Manager Records & Governance</i></p>	 <p>50%</p>	<p>Council's records management program continues to be maintained and regularly monitored for continuous improvement. Staff training in records management continues to be provided to new and existing staff on a regular basis.</p>
L3.1.4.5	<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>50%</p>	<p>Statistical data relating to use of TRIM continues to be monitored, reviewed and reported. A new reporting structure for overdue actions in TRIM has been defined and staff are currently working to implement the process following the organisational restructure.</p>
L3.1.4.6	<p>Implement a long-term plan for the digitisation of Council's legacy records.</p> <p>Responsible Officer: <i>Manager Records & Governance</i></p>	 <p>50%</p>	<p>The implementation of the scan-on-demand project continues to be an effective method of file digitisation for Council's legacy files.</p>
L3.1.4.7	<p>Effectively deliver learning and development strategy and programs in line with identified priorities and the objectives of Council's adopted Workforce Management Strategy.</p> <p>Responsible Officer: <i>Manager People & Culture</i></p>	 <p>50%</p>	<p>Council continued to deliver effective learning and development programs in line with the adopted Workforce Management Strategy. Key activities completed during the period include:</p> <ul style="list-style-type: none"> • New Employee Induction Training program was delivered on 18 October, 6 and 8 November 2018. • The 2019 WHS training program has been sent out for consultation and staff and facilitators have been booked for the program's delivery in 2019. • The next component of the leadership development program has been targeted for delivery in February 2019.

Key Achievements


The Learning and Development Coordinator completed accreditation to deliver 7 Habits for Managers as a cost saving strategy in delivering quality outcomes in the delivering the Leadership Development Program.

L3.1.4.8	<p>Effectively deliver workforce support services including recruitment, payroll, employee relations and industrial relations.</p> <p>Responsible Officer: <i>Manager People & Culture</i></p>	 50%	<p>Council continued to use a process of merit based selection to determine the most suitable applicant for a position in accordance with the provisions of the Local Government Act 1993 (s349). Council continues to be an employer of choice, seeing growth in quantity and quality of applications received compared with the same reporting period in 2018.</p> <p>Council has a fully compliant and effective payroll system in place. Work is continuing on the review of payroll processes and systems in order to transition from manual to electronic. Employee and industrial relations matters continue to be effectively managed across the organisation.</p>
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Key Achievements



During this reporting period, there has been collaboration with other departments and business units for process improvements. This includes a Fleet Management Policy & process review and continued collaboration with Information Management to incorporate online services into current processes.

There has also been a delivery of services related to the organisational review and restructure.

L3.1.4.9	<p>Design and deliver workforce policies and strategies to support the organisation's culture and in line with the objectives of Council's adopted Workforce Management Strategy.</p> <p>Responsible Officer: <i>Manager People & Culture</i></p>	 85%	<p>Progress is being made with the delivery of workplace policies and strategies. The implementation of the Organisational Restructure continues to take place with the final phases nearing completion.</p> <p>Quarter 3 and 4 of FY18/19 will see a strong focus on the Ageing Workforce Strategy roll-out, and implementation of the initiatives identified as part of the strategy, one of which will be the establishment of the Succession Planning framework.</p> <p>The Employee Opinion Survey (EOS) organisational action plan will take place towards the end of Q3 and will involve the leadership team gathering at an off-site location to work on addressing the key issues identified from the 2018 EOS results.</p>
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Key Achievements


- Reached the final phase of implementation for the 2018 Organisation Restructure.
- Additional policies have progressed to final consultation.

L3.1.4.10	<p>Continuously improve People & Culture services, business processes and systems.</p> <p>Responsible Officer: <i>Manager People & Culture</i></p>	 91%	<p>Work continued on the development of People & Culture services and processes. Current major initiatives have included the organisational structure review, position establishment and production of organisational charts.</p>
L3.1.4.11	<p>Maintain, update and support Council's core business systems, coordinate reviews and facilitate enhancements to address identified requirements.</p> <p>Responsible Officer: <i>Manager Information Management</i></p>	 50%	<p>Throughout the reporting period Business Systems have continued to maintain, update and support Council's core business systems in both a proactive and reactive manner; with 500 IM Helpdesk requests received resulting in 476 actions/improvements being completed.</p> <p>Regular systems training in identified modules have been scheduled and delivered to address organisational requirements</p> <p>Enhancements continue to be made by way of development of dashboards and general system improvements across a number of core systems.</p>

Key Achievements


- A Native Bee Hive Register and Work System has been implemented in the Enterprise Asset Management (EAM) system.
- The Capital Planning & Delivery (CPD) module in CES went live in December 2018, business system staff assisted with the development and configuration of the system.
- Quarterly training sessions for Enterprise Asset Management have been scheduled. Session content will be driven by user requests so training is relevant to the needs of the participants.

L3.1.4.12	<p>Coordinate and facilitate the implementation of Information</p>		<p>IM projects managed by Business Systems are prioritised and delivered in a strategic manner with the</p>
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	Management Strategic Plan projects and ensure appropriate funding is identified. Responsible Officer: <i>Manager Information Management</i>	50%	development of project plans, establishment of project teams, regular key stakeholder meetings and ongoing review. The Information Management Business Group (IMBG) continues to meet quarterly to review current projects and identify new project opportunities. Projects are generally delivered within agreed time frames and allocated budgets.
L3.1.4.13	Develop, maintain and deliver quality property and geographic information services including advice and training. Responsible Officer: <i>Manager Information Management</i>	 50%	All Geographical Information System (GIS) and Tech One Property & Rating (PnR) databases were updated this reporting period resulting in 20 new registered plans at NSW Land Registry Services and the creation of 31 new properties and 389 new residential units. A total of 1,896 Planning Certificates were issued this period resulting in an income of \$169,396 for this part of the financial year.

Key Achievements

- The new Public Mapping Portal has been live since July 2018 and has had increased usage. Usage stats show that it is being accessed on a number of platforms now that it is available from any device. Desktop browser usage is 70%, smartphones is 16% and tablets is 14%.
- The new format for 10.7 Certificates is complete and live online.
- A new DA Assessment report has been developed and is now in use by staff.
- A total of 36,500 building footprints have been created and added to the mapping system.
- 3D buildings, roofs and trees have been created for use with 3D mapping.
- Graphics have been created for all footpaths and linked to the asset system.
- ArcGIS has been upgraded to version 10.6 and is now live.
- Data and tools required for the Climate Wise Communities web application developed and provided and website is now live.

L3.1.4.14	Maintain, update and support Council's Information Technology infrastructure and systems. Responsible Officer: <i>Manager Information Management</i>	 50%	Routine checks were performed during the reporting period. Monthly physical inspections of all remote sites have occurred, and servers and PC's have had Windows Security Patches installed. Major projects this period included Kofax upgrade to the latest version and the commencement of Windows 10 design and build. This reporting period has seen a steady increase in support requests being logged. To date we have had 3317 requests logged which is a 49% increase compared to the last period.
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Key Achievements

- Both the production and backup network data storage systems were upgraded, and this will provide increased capacity and performance.
- AP automation software Kofax was upgraded to the latest version.
- The network link connecting the Thomas Carlyle Childcare Centre was upgraded from 10MB to 100MB bringing improved speed and performance.

Issue: L4: Community Engagement

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


Term Achievement

Code	Description	Progress
L4.1.1	Innovative and effective community engagement fosters community participation and a better understanding of Council services, programs and facilities. Responsible Officer: <i>Director Community</i>	
Comments		
Ongoing advisory and support services are provided to all departments across Council to ensure high standards of community engagement are undertaken. The Lindfield Village Hub and East Lindfield Community Hall are examples of extensive community engagement undertaken over the past 6 months.		


Operational Plan Tasks

Code	Description	Progress	Comments
L4.1.1.1	Provide support to deliver best practice community engagement across all divisions of Council. Responsible Officer: <i>Manager Corporate Communications</i>	 50%	Ongoing advisory and support services are provided to departments across Council to ensure high standards of community engagement are delivered.
L4.1.1.2	Facilitate a program that enables staff to create and deliver engaging and accessible communication. Responsible Officer: <i>Manager Corporate Communications</i>	 50%	Council staff have carried out preliminary investigations and spoken to external contactors with a view to provide support for staff to improve communications. The project has been slightly delayed to allow for the internal restructure to be completed. A full program of support and education will be developed and will be delivered in the 2018/19 financial year.
L4.1.1.3	Continue to monitor and report on the outcomes of community engagement and consultation and identified policy related issues. Responsible Officer: <i>Manager Corporate Communications</i>	 50%	The outcomes of community engagement and consultation are monitored to encourage best practice. Advice and support is provided as needed to ensure adherence to Council's Community Consultation Policy.
L4.1.1.4	Monitor and apply corporate communications and visual design standards to Council's communication materials, products and website. Responsible Officer: <i>Manager Corporate Communications</i>	 50%	Over the last 6 months, the design team have consistently and successfully applied corporate communications and visual design standards to Council's communication materials, products and website. The design team has delivered all of the standard, regularly occurring Council design projects as well as a number of larger projects including: Twilight Concert campaign collateral featuring a promo video for social, Wildflower Garden 50th Gala celebration, Lindfield Village Hub campaign material and the Blair Wark Community Centre commemorative wall design. The communications team proposed a different approach for the Mayor's Christmas video significantly increasing community engagement.
L4.1.1.5	Proactively monitor Council's services, programs, policies and achievements via all forms of media. Responsible Officer: <i>Manager Corporate Communications</i>	 50%	The communications unit continued to meet its KPI of three media releases weekly, except for December due to the holiday period shutdown of local newspapers. Weekly contributions to the North Shore Times section called Council Round Up were made which profiles Council services and achievements. The Council's design team completed videos/animations during this period for events, library activities and a Christmas message from the Mayor. The General Manager's Report was completed and distributed to Councillors and the public via the website in December.

Term Achievement

Code	Description	Progress
L4.1.2	Contribute to enhancing and protecting Council's reputation and public image. Responsible Officer: <i>Director Community</i>	
Comments		
Media monitoring is now distributed to all managers and key staff and includes daily updates of online media as well as print/broadcast media. A national media launch for the Lindfield Hub project EOI was conducted and communications staff began developing digital and print based assets to promote the project. The design team worked on several key projects during this period, including the redesign of all development and regulation forms and the upcoming Seniors Festival.		

Operational Plan Tasks

Code	Description	Progress	Comments
L4.1.2.1	<p>Proactively manage media and public comment and develop and coordinate Council's actions in response.</p> <p>Responsible Officer: <i>Manager Corporate Communications</i></p>	 50%	<p>Media monitoring is now distributed to all managers and key staff and includes daily updates of online media as well as print/broadcast media. A national media launch of the Hub project EOI was conducted and communications staff began developing digital and print based assets to promote the Hub project. The design team worked on several key projects during this period, including the redesign of all development and regulation forms and the forthcoming Seniors Festival.</p>